



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THESIS

PERSONNEL POLICIES OF BOSTON HOTELS

by

Elizabeth Mae Prowell

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CHAPTER I

INTRODUCTION

RECOGNITION OF THE IMPORTANCE OF PERSONNEL ADMINISTRATION

Personnel administration has been recognized by industry as an essential function in maintaining good will, peace, and efficiency among its employees. Maladjustments are always present in the relations of workers to their jobs, to their fellow workers, and with their employment relations. While each individual problem may seem insignificant to management, the lack of proper adjustment to these maladjustments results in loss of efficiency and unrest among the workers, with the resultant loss of good will between management and the workers.

Administration of human relations is regarded by many people as a comparatively simple procedure, as compared with the management of industrial machines, equipment, and production; however,

. . . the most complexing problems arise from the human element and his relations to his work, his immediate supervisors, his company, his community, and in turn the relation of these to him. 1/

1/ G. S. Watkins and P. A. Dodd, The Management of Labor Relations (New York: McGraw-Hill Book Company, Inc., 1938) p. 15.

The function of personnel science is concerned with the discovery of these problems of human relations and the application of adequate remedial measures. A complete understanding of the needs and desires of employees and employers is necessary as a foundation upon which to build satisfactory relations which will result in cooperation and good will between management and the workers.

NEEDS AND DESIRES OF EMPLOYEE AND MANAGEMENT

The needs and desires of employees may be summarized as follows: ^{1/}

1. Economic security.
2. Adequate wages.
3. Physical security.
4. Congenial and happy work relations.
5. Representation between workers and management.

The needs and desires of management are: ^{2/}

1. The greatest possible output at the least possible cost.
2. Recognition of and respect for their traditional rights and powers in the organization and management of their enterprises.

^{1/} G. S. Watkins and P. A. Dodd, op. cit., p. 17-18

^{2/} Ibid., p. 18

3. Freedom to develop new ideas, new processes, and new equipment, without interference from either labor unions or governments.
4. Sustained growth of their industries and businesses.
5. Cooperation of their employees in whatever program of operation is scheduled.

With a knowledge of the needs and desires of both employee and management, the function of personnel administration is to interpret to management the desires and needs of employees, and, in like manner, to interpret to employees plans and policies of management. As management is concerned with the efficient production of goods with the least cost to management, so personnel administration concerns itself with the management of labor relations so as to secure the greatest efficiency through a cooperative working force.

The personnel department is charged with the following responsibilities: ^{1/}

1. Advising management from the manager or chairman of the board of directors to the lowest line supervisor on all questions affecting the employer-employee relationships.
2. Performing all the functions of employing workers for the various departments within the organization.
3. Representing management in many of the relationships that affect the organization as a whole.

^{1/} Walter D. Scott, Robert C. Clothier, Stanley Mathewson, William R. Spriegel, Personnel Management (New York: McGraw-Hill Book Company, Inc., 1941) p. 29.

4. Representing the legitimate claims of the workers to management .

The aim of the personnel department is not to replace or assume the responsibilities of department supervisors, but rather to aid them in the performance of their personnel responsibilities.

SCOPE OF PERSONNEL ADMINISTRATION

Personnel administration is not limited to industry, but is a function of every organization wherever there exists a relationship of worker to supervisor or employee to employer. Personnel administration is present to some degree in every organization, regardless of size. In small establishments the personnel activities may be adequately supervised by the owner or manager; however, when the number of employees is greater than one executive can supervise, there exists the need for a person trained in personnel administration to assume responsibility for the administration of human relations. As industry is dependent primarily upon the successful management of labor relations, the more progressive companies have delegated the administration of employee relations to a specialized department of personnel administration.

Hotels are establishments organized for the purpose of rendering service of a domestic nature to the public.

As such, a greater number of employees come in direct contact with the guests than in any other type of business establishment. As efficiency and profits are fundamentally dependent on a cooperative working force, the importance of developing and maintaining harmonious employee relations is of primary importance in the management of a hotel.

PURPOSE OF STUDY

The purpose of this study is first, to make a survey of the personnel administration and procedures employed in Boston hotels at the present time, and second, to formulate a proposed personnel program.

As a basis for this study, twenty hotels were selected ranging in size from 150 to 1300 rooms. The hotels included in the survey are listed in the Appendix, Table A. A questionnaire, including the major functions of personnel administration, was prepared and completed by the writer during a personal interview with the manager or personnel director of each hotel. The results of the questionnaire were then placed in summary form and have been used as a basis for this study. A copy of this questionnaire and the results are included in Tables B and C in the Appendix.

Additional information was secured through personal interviews with representatives of the Massachusetts Hotel Association, the American Federation of Labor, and the

Boston City Department of Health.

An attempt has been made in the following chapters to present the results of the survey of personnel procedures in Boston hotels in accordance with the following divisions of personnel administration: employment procedures, education and training, maintenance of the working force, health and safety, personal service activities, and joint representation.

CHAPTER II

PLACE OF PERSONNEL WORK IN HOTELS

EARLY STATUS OF EMPLOYMENT RELATIONS

Personnel work in the early history of the management of workers was largely concerned with employment and included primarily the functions of hiring and discharging workers. Management's chief interest was in the skill and service rendered by the worker, and the worker's chief interest was the amount of wages he would receive for his hours of labor.

During the early period of hotel management, the number of employees was sufficiently small and hotel owners assumed the responsibility for hiring all employees. The owners not only hired the worker, but were cognizant of the quality of work of each person and adjusted his wage scale accordingly. Cordial employee relations were maintained because of the personal contact between the owner and his workers. As hotels increased in size, the entire responsibility for hiring was often delegated to the person in charge of the kitchen or to the housekeeper who supervised the care of the rooms; however, the selection of the front office employees was generally reserved for the owner's approval.

As the demand for skilled laborers increased, and the supply of labor decreased, it became necessary for management to develop training programs within their organizations, in order to develop unskilled workers into skilled workers. The expense of developing adequate training programs was a problem which required careful planning and management. Business establishments soon realized that much of the benefit accruing from training programs within their organization would be lost to other industries unless workers were more carefully selected, and the conditions of employment were sufficiently satisfactory to retain the workers.

PERSONNEL POLICIES IN BOSTON HOTELS

In accordance with the results of the survey of Boston hotels, all hotels except the Statler Hotel have continued with the policy of delegating the responsibility for the selection and placement of workers to the department supervisors. In addition to the duties of hiring employees, the department supervisor assumes other personnel functions as training and the maintenance of certain employee records. This type of personnel procedure is known as the "decentralized personnel policy," while the "centralized policy" centers all employment procedures and functions within one office. A centralized personnel department does not attempt

to replace the activities of any department, but rather to cooperate by maintaining all employee records within one department and acting in an advisory capacity to the individual departments regarding the functioning of personnel activities.

The hotel managers in Boston are reluctant to organize separate personnel departments within their hotels. The reasons given are that more satisfactory personnel relations are obtained by centering personnel functions within each department; and the additional expense which would be incurred is not warranted because of the small number of employees. One hotel manager cited as a reason the scarcity of persons qualified to assume the supervision of a personnel department.

FUNCTIONS OF PERSONNEL MANAGEMENT

The purpose of personnel management is adequately expressed by the following quotation:

Personnel management is concerned to secure the maximum necessary production with a minimum of effort and friction, and with proper regard for the health and happiness of the great body of workers.^{1/}

The responsibility is placed on management to discover all there is to know about people, their physical and mental

^{1/} Ordway Tead and Henry C. Metcalf, Personnel Management (New York: McGraw-Hill Book Company, 1933) p. 10.

constitution, their ability and capacity to perform a job, and to so place those persons in a position where they will derive satisfaction and render productive service to management. The importance of centralized personnel departments is further expressed in the following quotations:

With the discovery of the causal connection between a cooperative working force, on the one hand, and the efficiency and profits, on the other hand, functionalized departments of personnel administration are seen to be indispensable.1/

If employees are to be directed in ways which will give best results, that direction must be specialized just as direction in other fields of management has been specialized.2/

The personnel functions vary in accordance with the size and type of the organization, the service rendered, and the variety and quality of workers employed. The objective of any personnel department may be summarized by the following quotation:

The primary function of the personnel department is to employ qualified workers in sufficient numbers to meet the requirements of the business enterprise, and to participate in all activities that will tend to keep the employee a satisfied, cooperative, and productive worker.3/

DEFINITION OF A HOTEL

A hotel is a business enterprise organized for the

1/ G. S. Watkins and P. A. Dodd, op. cit., p. 50.

2/ Ibid., p. 23.

3/ Scott, Clothier, Mathewson, and Spriegel, op. Cit., p. 29.

purpose of making a profit by offering a service to the public. While a hotel differs from other types of business establishments, there is a great similarity of characteristics. A hotel is not a manufacturing establishment, nor may it be defined as a retailing organization; however, the hotel transforms raw materials into finished forms which are sold to guests. In performing these functions a hotel sells "service." Accurately defined a hotel is: ^{1/}

A place where all who conduct themselves properly, and who, being able and ready to pay for their entertainment are received, if there be accommodation for them, and who without any stipulated engagement as to the duration of their stay, or as to the rate of compensation are while there supplied at a reasonable cost with their meals, lodging, and such service and attention as are necessarily incident to the use of the house as a temporary home.

A more concise definition of a hotel is "a home away from home for those who travel." ^{2/}

A hotel is strictly speaking a large domestic establishment which sells domestic services for a profit. These services include providing food and lodging to guests. When the name of a guest is entered on a hotel register, that person little realizes that immediately approximately, "four hundred different services are at work to insure his

^{1/} Lucius M. Boomer, Hotel Management Principles and Practice (New York: Harper and Brothers, 1931) p. 4.

^{2/} Ibid., p. 240.

comfort during his stay at the hotel."^{1/}

IMPORTANCE OF EMPLOYEE SERVICE

The services rendered by a hotel have expanded to include many divisions and subdivisions of the main branches of providing food and lodging. In order to provide these services at a profit, it is necessary to place each department under the supervision of a well-trained and experienced person. The task of coordinating all departments under one central organization is the responsibility of the manager.

The hotel business involves capital in the forms of money and property, the public, the workers, and management. Management's duty is to use and control capital and the workers that the public will be pleased and enable the business to pay a profit.^{2/}

The employees of a hotel must be trained in the art of selling service to the public, as the hotel will prosper only to the extent that the desires of the public are adhered to. Simeon Fort when managing the Grand Union, one of New York's famous hotels, said,

There is nothing much to running a hotel. You just get a building with some rooms and a place where people can eat, and then the public runs the place. Every man who comes in will stop long enough to tell you how it ought to be done.^{3/}

^{1/} Interview with Mr. Horace M. Smith, Sales Manager, Copley Plaza Hotel.

^{2/} Lucius M. Boomer, op. cit., p. 6.

^{3/} Ibid., p. 10.

The criterion for success in the management of a hotel is satisfied customers. A greater proportion of the employees come in contact with the guests than in any other business, and the success of the hotel is entirely dependent on the employees. Should any department fail or be neglectful in serving a customer, the effect is felt throughout the entire organization. Mr. F. World Van Orman, President of American Hotel Association, states, "The greatest property a hotel has, and its most liquid and negotiable, is the regard of its employees and the warmth of its public relations."^{1/}

PURPOSE OF PERSONNEL MANAGEMENT IN A HOTEL

A spirit of friendliness and cooperation must be developed among the employees, and it is only through able leadership that an "esprit de corps" can be developed. Much of the work in a hotel is carried on under difficult conditions, as the heat of the kitchen, or the rush caused by accommodating large numbers of guests with understaffed departments, and, because of these factors, there is a great need of developing a sense of responsibility and cooperation with each other and with each department.

All types of workers are employed by hotels, from

^{1/} Gerald Eldridge Stedman, "How Human Engineering Raises Hotel Standards Out of the Rut of Routine Service," Hotel Management, October, 1945, p. 36.

the college-trained executive to the unskilled laborer in the kitchen. Because the operation of a hotel or restaurant requires the services of people having various degrees of skill, and who are supervised by heads of departments varying in nature, a number of problems must be met. The task of staffing these departments properly should be placed in the hands of a central hiring agency or personnel manager whose function is that of matching men and women to jobs.^{1/} With all types of employees there is always the need of training such workers in the hotel's manner of accomplishing the work. It is not only the duty of the personnel department to select the best worker, but in cooperation with the department supervisor, to plan a program of training and to aid in adjusting new employees to their new surroundings. Labor unrest, discharges, disputes, and disturbances are regarded as results of poor selection and management in placing and transferring employees to positions suitable to their ability and interests. "To continually keep the square pegs in square holes is an obsolete conception, for square pegs wear and do not fit after usage the square holes."^{2/} Thus we see that another duty of the personnel department is to supervise the employees and effect trans-

^{1/} John W. Brigg, "Matching Men to the Jobs They Are Best Qualified To Do," Hotel Management, November, 1945, p. 58.

^{2/} J. E. Walters, Applied Personnel Administration (New York: John Wiley and Sons, Inc., 1931) p. 3.

fers whenever necessary.

In summary, the functions of the personnel department are (1) to obtain the right man for the job; (2) train him for the job; (3) keep him satisfied and making progress; and (4) provide for his future.

Human engineering can endow any house with the ingredients of appreciated service. And it is because of these more than anything else that costs decline and earnings increase. A hotel indeed sells much more than a room, a bath, and a meal.^{1/}

SURVEY OF PERSONNEL POLICIES IN BOSTON

In securing the information for the survey of personnel policies of Boston hotels, typical questions and answers were as follows:

Question: How many people are employed in this hotel?

Answer: Somewhere between 250 and 300.

Question: Is a tour of the hotel provided for each new employee in order that he may relate his job to the entire unit of work?

Answer: No. What is the value of a kitchen helper being given information regarding the other parts of the hotel? Room clerks and bell-boys are shown the location of rooms, but only as part of their work.

Question: Are any employment tests given to applicants before final selection of the person?

Answer: No. All we require is that they are capable of performing the work.

^{1/} Gerald Eldridge Stedman, op. cit., p. 132.

Question: Do you require examinations for food-handlers?

Answer: No.

Question: What is the length of the G. I. Training Course?

Answer: That depends entirely on the length of time the person wants to remain with the hotel.

Question: Does the hotel provide any planned recreation for the employee?

Answer: No planned program, but we do give them a Christmas party and Thanksgiving and Christmas dinner.

Question: Do you provide exit interviews for employees terminating their services with the hotel?

Answer: No. If employees want to leave, we are glad "to get rid of them" because they are generally poor workers, or are leaving for other good reasons.

Question: Are employees organized in committees or clubs?

Answer: No. (Accompanied with a sigh of relief)

Question: Do the employees participate in the formulation of rules and regulations as these rules and regulations apply to them?

Answer: Absolutely not!

Question: How do you handle grievances of employees with the hotel, the supervisor, or between other employees?

Answer: We just let the employees settle that between themselves.

These answers seem to be indicative of the fact that the people who are vested with the responsibility for personnel policies are not aware of the advantages that would result by the establishment of a centralized personnel department.

ORGANIZATION OF PERSONNEL DEPARTMENT OF BOSTON HOTELS

While the organization of the personnel department varies with the type and size of the organization, the personnel function exists regardless of the organization set up to care for it. The Statler Hotel, which has a centralized personnel department, includes in its functions the selection and placement of workers, and the maintenance of an efficient working force which includes the supervision of training, health, safety, personnel service activities, and the maintenance of amicable joint relations. All other hotels in the city have a decentralized personnel system, and many of the duties and functions of personnel administration are delegated to the department head under the direct supervision of the manager. The disadvantage of such a plan is that the specialized department supervisor is so engrossed in his own specialties that he fails to give necessary attention to his employees regarding personnel functions. To perform only the most necessary personnel functions, the department head must interview,

select, and place the new employee in his job; supervise his training and job instruction; maintain wage schedules and health records; recommend promotions; check on all cases of absenteeism and tardiness; and assume any responsibility for welfare services. It is impossible for a person to adequately supervise the work in his department and simultaneously perform the necessary personnel functions. In order to provide satisfactory service to patrons of the hotels, it is necessary for the supervisors to devote their full attention to the work of the department, with the result that the personnel functions are generally neglected.

When little effort is made to effect cooperation with other departments or other employees, each worker remains an independent worker within his own unit. Without proper consideration given to working conditions or employee relations, the employee soon senses a lack of security; becomes dissatisfied with his working conditions; and loses interest in his work. There is little incentive for the worker to progress, and the result is that the employee soon terminates his position and seeks employment elsewhere. The percentage in labor turnover increases; there is additional expense in training a new employee; and a break is made in the standard of efficiency that is maintained for the department.

As stated in a previous paragraph, the purpose of a hotel is to provide service to guests at a minimum of cost and with a final profit for the hotel. Employees will not perform proper service unless they are placed in jobs they are capable of performing; that will retain and develop their interest; and that will offer opportunity for advancement. Poor selection and unpleasant working conditions are the basic factors which lead to labor turnover.

Managers of Boston hotels maintain that a decentralized personnel policy permits greater supervision of the employee by the department head, and unites the worker by a closer bond of friendship and cooperation. They credit this policy with the fact that some employees have remained in the service of their hotel for many years. Several hotel managers pointed with pride to the records of several of their employees who have been with the hotel for many years, and one manager stated with pride that there were in his hotel twenty-eight employees who had been in the service of the hotel for over ten years.

This is an important factor and worthy of mention, but what is the average length of employment for all employees in the hotel; what is the percentage of turnover; and what type of service has been rendered to the guests. These questions are important, not only from the standpoint of the type of service that will be rendered by each employee, but

also as an item of cost to the hotel. Hotels can maintain profits only by retaining a high percentage of occupancy, and that is dependent on the accommodations and the type of service that will be offered by the hotel employees. The proper selection and placement of employees, as well as the maintenance of satisfactory working conditions, are essential in maintaining an efficient and cooperative working force.

As the application of specialized methods pertaining to production, finance, and sales have resulted in increased efficiency and profits, so specialized administration should result in increased good will, cooperation, and general efficiency of the workers.

CHAPTER III

EMPLOYMENT PROCEDURES

SELECTION AND PLACEMENT

Proper selection and placement is one of the basic needs in personnel relations. Part of the costly figures of turnover and friction in industry and commercial enterprises are due to the haphazard choice of workers. Frequently a person is hired without proper regard as to the department or exact position to which the employee will be assigned.

In securing workers, management's special interest is not just to obtain enough people to perform the necessary work, but to secure a group of employees who will cooperate and work together in an intelligent manner for the ultimate aim of the hotel, that is, to render service to others in order to gain a profit for themselves. In comparison with management's interest, "a worker's special interest is not just to find opportunity for an adequate livelihood, but to earn that livelihood out of labors which are reasonably interesting to him, that have some significance, and afford some satisfaction in the doing."^{1/} The worker is seeking not

^{1/} Ordway Tead and Henry C. Metcalf, op. cit., p. 49.

only job security, job reward, but in addition job satisfaction. One of the functions of the employment department is to select by interviewing and testing the "worker whose physical and mental possessions make him best qualified to fit into the organization. Placement is the task of fitting the worker into a job."^{1/}

RECRUITMENT OF LABOR

Applicants for hotel positions are secured primarily through four sources: (1) friends and relatives of employees, (2) hotel employment agencies, (3) unions, and (4) local advertising.

The operation of a hotel is entirely dependent on the efficiency, cooperation, and morale of the working force. There is no better recommendation to a future employee than a recommendation from one who is at present employed by the hotel, and it is to the advantage of a hotel to recruit workers from among friends and relatives of satisfied employees. Some hotels encourage their employees to submit names of prospective workers, and the Statler Hotel agrees to pay each employee a bonus if the new applicant remains in the employ of the hotel for three months, and a larger bonus if the employee remains for a period of six months.

^{1/} G. S. Watkins and P. A. Dodd, op. cit., p. 166.

Some hotel workers are recruited through employment agencies which specialize in furnishing only applicants for hotel positions, and a smaller percentage is supplied through the general employment agencies.

Newspaper advertising is used, although at the present time it is not as extensively used as during the period of 1941-1945. The advertising is of a general nature with a statement of the position available and where the applicant may apply.

If the hotel has an agreement with the union regarding certain types of employees as waiters, waitresses, bartenders, and engineers, the union usually recommends applicants when vacancies occur. For special functions as conventions and banquets, the union supplies all extra unionized help that is requisitioned by the hotel.

TYPES OF HOTEL WORKERS

A hotel is a little city within itself, and as such, workers must be supplied for the departments as listed:

Front Office	Engineering Division
Housekeeping Department	Public Safety
House Service	Communications
Steward's Department	Financial
Kitchen	Purchasing
Dining Room	Accounting

This list of divisions may be found in a hotel of ordinary size, while additional departments will be found in a larger hotel.

To recruit experienced workers for all of these positions is an impossibility. The qualifications for these positions vary as to age, experience, and education. Positions in the front office require certain qualifications of education and training that would not be necessary for employees in the engineering, house service, or kitchen departments. In order to fill the great number of positions available in a hotel, managers must by necessity resort to inexperienced workers, the older employee, the physically handicapped person, the "teen age" school boy, and the college student. The Statler Hotel encourages students to enter the hotel as part-time employees and provides these workers with opportunities for training as an incentive to continue in hotel work and advance to executive positions. There are many positions in the housekeeping and kitchen departments which include simple routine duties, and for which the person of lower than average ability can qualify. Such people may be limited in their ability to perform tasks, but if properly trained and provided with adequate working wages and living quarters, soon become an asset to the department to which they have been assigned.

EMPLOYMENT OF PHYSICALLY HANDICAPPED PERSONS

Hotels hesitate to employ physically handicapped workers, but if they are hired, generally assign them to

simple duties in the back of the house. Although the hotel attempts to assign these people to positions commensurate with their physical ability, the duties are generally below their mental ability, and consequently the hotel does not derive the full benefit from the employment of such persons. When physically handicapped persons are assigned to positions requiring ability and skill, but little physical exertion, these people with hardly an exception render excellent service and become steady and dependable workers.

IMPORTANCE OF PROPER SELECTION

In selecting as well as placing workers in definite positions, the employment department or manager must be cognizant not only of the qualifications of applicants, their mental and physical abilities, but also the qualifications required for each position. The importance of selection is expressed by John W. Brigg in an article entitled, "Matching Men to the Jobs They Are Best Qualified to Do" when he states:^{1/}

It is necessary to be familiar with each job's requirements and to know all about the applicant's past work, education, preferences and other factors. The purpose of this procedure is to sell a job to the highest bidder in work qualifications, at the least net cost to management. It eliminates "try-out" hiring which is costly.

^{1/} John W. Brigg, op. cit., p. 58.

Frequently more consideration is given to the personal qualifications of the worker than to the actual requirements for the position under consideration.

JOB DESCRIPTION

A job description for each position in the hotel will aid the employment department in the selection of applicants. By definition, a job description is "a careful summary of the most important features of the job in terms of its general nature and the type of operative required to perform it in an efficient manner."^{1/}

The job description may be prepared in great detail or may be brief and include only the essential information which a person needs in aiding him in the selection of applicants. A job analysis, description, and classification for a position in a hotel should include the following information.^{2/}

1. The job title.
2. Classification number if any.
3. General description of the job.
4. Summary statement as to machinery and special equipment involved in the work.

^{1/} Dale Yoder, Personnel and Labor Relations (New York: Prentice-Hall, Inc., 1938) p. 82.

^{2/} Dale Yoder, op. cit., p. 88.

5. Usual working position of the employee.
6. Description of materials used.
7. Statement as to the relationship of the job to those with which it is most closely associated.
8. A notation as to jobs from which workers are promoted and others to which the worker may be promoted from this job.
9. Training required and usual methods of providing such training, including union requirements as to apprenticeship and the length of time ordinarily required to train workers.
10. Amounts and types of compensation.
11. Usual working hours.
12. Peculiar conditions of employment.

A job analysis not only makes the employment department more efficient in their task of selecting applicants, but aids in promotions, transfers, and, in general, the efficiency and production of the work of all employees.

As the activities of recruiting and hiring are delegated to the department supervisor in a decentralized personnel department, the supervisor has full knowledge of the duties and requirements for each job within his department, and there is little value in preparing complete job descriptions. The Statler Hotel, however, employs all applicants through a central employment office, and, although extensive forms and descriptions of jobs are not prepared, each interviewer in the employment office is supplied with suf-

ficient information to enable him to supply adequate information to the person who is applying for a position.

APPLICATION BLANK

The application blank is the fundamental form which is used by most hotels in the employment of new workers. The Hotel Fensgate does not make use of the usual application blank, but requires each applicant to complete the necessary social security forms and the information blank required for the Burns Detective Agency. The hotel feels that these forms give assurance that the undesirable employees will be eliminated, however, these forms provide no record of the applicants' experience or training. Adequate information of the applicant is necessary for the proper selection of the employee. It is also desirable that such information be retained for future reference.

The purpose of the application blank is to secure from the applicant information of a general nature and specific information relevant to the type of position for which the person is applying. The general information should include such items as the date, name, address, telephone number, date of birth, citizenship, education, employment record, references, and physical qualifications. It is often desirable to provide different application forms applicable to the type of worker being employed. All hotels

in Boston use but one type of application blank, and regardless of the job specifications or the person applying, the same information is requested.

Hotels place great emphasis on information regarding previous employment and personal references. Some hotels check each reference very carefully, while other hotels are mainly interested in the type of experience or the name of the establishment where the person was previously employed. In addition to the general information, work experience, and references, some hotels place great importance on the amount of education the applicant has had, and the home study courses that have been taken. This information is essential in aiding the employment department in placing a person in a position commensurate with his intellectual ability and additional training.

PERSONAL INTERVIEW

All hotels in Boston require a personal interview with either a member of the personnel department or the department supervisor immediately following the completion of the application form. The interviewer should be skilled in the technique of interviewing and questioning, and information should supplement rather than corroborate the information supplied on the application form. A properly conducted interview should

. . . make the situation so clear to the applicant that by the self analysis of his qualifications and by an analysis of the requirements of the job, he can decide himself whether or not his employment in the company would be wise. 1/

If the applicant is able to satisfy the requirements for the job and is approved by the department head, he then completes additional employment records and is informed as to when and where to report for duty.

EMPLOYMENT TESTS

Employment tests aid in the selection of applicants and the placing of those persons in positions that best conform to their ability, training, and interest. Standardized tests are of greater importance in selecting applicants for some departments than for others; as for example, tests that apply to clerical positions could not be advantageously administered to employees in the kitchen or service departments.

In order to maintain an adequate testing department, the hotel must employ a person who is skilled in administering and interpreting the results of tests. Hotels in Boston do not favor a complete testing program. The expense involved and the variety of tests that must be administered to secure sufficient and proper information in the selection

1/ J. E. Walters, op. cit., p. 81.

of employees are the reasons. With one exception, all hotels rely entirely on the application form and interview in the selection of applicants.

The Statler Hotel is interested in developing a testing program as part of their employment procedure and training program. At the present time three tests are included in their testing program: The Wonderlic Personnel Test, the O'Rourke Clerical Aptitude Test, and the Kuder Preference Test. These tests are not given to all new employees, but only to those whose proper placement would require additional information regarding aptitude, special ability, and interest.

PHYSICAL EXAMINATION

The physical examination is another form of selective test. In order to place an employee in a position commensurate with his physical capacity, and to protect the hotel against hiring persons who are incapacitated by cardiac conditions and similar disabilities; or in the position of foodhandlers, protection against infectious skin diseases, a physical examination should be a requirement. It is surprising to note that according to the survey only two Boston hotels require their employees to submit to a physical examination as a condition of employment. When required, these physical examinations are administered by the hotel doctor

at no charge to the applicant. The physical examination affords protection to the hotel against unnecessary claims and expenses caused by accidents or illnesses due to lack of physical ability of the person to perform the work. Protection is given the new employee by assigning him to a position which will not overtax his strength, and finally protection is afforded the public, especially in the case of all foodhandlers.

INTRODUCING THE NEW WORKER TO HIS JOB

The proper introduction of the employee to his job, to his associates, and an explanation of hotel policies is a function of the personnel department or a duty of the department supervisor. The new employee must be treated as a person and not as part of a machine. The treatment a new employee receives during the first few days will aid in building good will and permanence of employment, or lead to ill will and separation from the service of the hotel.

A program of orientation for each new employee should include:^{1/}

1. An oral explanation of hotel policies.
2. Distribution of an employee's handbook with complete explanation of rules and regulations.
3. A tour through the hotel.

^{1/} Ordway Tead and Henry C. Metcalf, op. cit., p. 61.

During the initial employment interview, each applicant usually receives information as to hotel policies and important rules and regulations. Employee handbooks are distributed by only three hotels in Boston, and only one hotel provides a tour through the various departments of the hotel for all new employees. As with the publication of employee handbooks, a tour through the hotel is considered by hotel managers an unnecessary waste of time and expense.

Few hotel managers are cognizant of the importance of a planned program of orientation and the advantages that would accrue to the hotel by (1) developing a more interested and efficient worker; (2) aiding in reducing the rate of turnover; and (3) developing an interest in training programs for either the purpose of transfer or promotion.

FOLLOW-UP TECHNIQUE

After a person has been placed in a position and has started working, a "follow-up" is essential in order to determine his all-round fitness for the job, his attitude, and to measure his progress. If there is evidence of maladjustment or misassignment, the worker should be assigned to a position for which he is better qualified. Adequately expressed, "The result is a saving of time and expense in the induction of new workers, and a longer tenure of office

by more efficient and happier employees."^{1/} As the largest percentage of labor turnover generally occurs during the first three months of employment, the worker during this period is in need of special attention, advice, and encouragement. Frequent follow-ups should be made during this interval, and it is important to impress upon the person that he is really wanted and welcome in the employ of the hotel.

The employment department is an important phase of personnel administration. The proper selection of employees increases the efficiency of workers, and also aids in eliminating labor turnover, waste of human resources, decrease in production and profits, and general economic loss.

^{1/} Ordway Tead and Henry C. Metcalf, op. cit., p. 62.

CHAPTER IV

TRAINING AND EDUCATION

IMPORTANCE OF TRAINING

In Europe people have been definitely trained for hotel work by organized training programs under an apprenticeship method. In order to meet the standards for employment in European hotels, it was necessary to converse in several languages, and apprenticeship training was not considered complete until experience had been obtained in hotels in Paris, Vienna, Rome, and London. The famous chefs, maitres d'hotel, and directors were trained under such programs. Training for hotel work was considered as important as training for any other occupation.

As long as foreign trained help was available, there was little concern in the United States as to where to obtain experienced and competent help. Employment conditions have changed, however, and immigration laws have checked the flow of experienced and trained workers, and present available unskilled workers are from "different racial stock." Industries are competing for such workers by increased wages and better working hours. Hotels have expanded while the number of skilled and semi-skilled hotel workers has de-

creased.^{1/}

During the war years of 1931-1945, hotels were faced with the problem of labor shortage, and many people who were not in the armed services entered essential war industries. In order to attract and maintain workers, manufacturers competed with each other by raising their level of wages. As with industry, hotels found it necessary to raise their wage levels in order to obtain competent help. From January through June 1944 there was a rise of 15 per cent in payrolls over 1943 as compared with an increase of 13 per cent in sales.^{2/} The payroll ratios will present a serious problem when the sales trend starts downward. In the pre-war period hotels could operate at a profit with an occupancy of 60-65 per cent, but with the higher wages and increased costs, it will be necessary to maintain an average occupancy of 80 per cent.^{3/} The answer to increased operating costs is not in reduced wages or in the reduction of the working force, but in a more efficient and well-trained working force supervised by able leaders.

1/ Lucius M. Boomer, op. cit., p. 230.

2/ G. O. Podd, "Methods Change But Not Principles," Hotel Bulletin, Vol. 65, No. 2. February, 1945. p. 25.

3/ Frank L. Andrews, "The Job of the Hotel Sales Executive," Hotel Bulletin, Vol. 63, No. 3. March, 1945. p. 30.

PURPOSE OF TRAINING PROGRAMS

As a result of the change in employment conditions and the increased demand for experienced hotel workers, each hotel has been forced to recruit unskilled laborers and provide training and instruction within its organization. A need for organized and systematic training for new untrained employees has been recognized as the only solution for providing adequate service for guests. Through a program of training, candidates can be trained to perform beyond their normal capacity, while the better qualified person, through a thorough and aggressive training program, will advance to key positions within the organization.

The training program divides itself into three functions: (1) training the new employee; (2) training workers to perform their old jobs more efficiently; and (3) instructing employees to advance by either transfer or promotion.

In the United States training in hotel work has been incidental, and workers have learned the performance of their work "while doing it." As there has been no organized instructional plan in many hotels, employees have been concerned only with the immediate job at hand. People with initiative, ambition, and resourcefulness have learned many jobs, and by the school of experience have become department heads.

Arthur F. Douglas, Executive Vice President and Treasurer of Statler Hotels states,

. . . that of the 17,000 new workers employed in 1943 by Statler Hotels over 80% were entering the hotel field for the first time. Many people had to be taught new occupations.^{1/}

To meet this emergency situation, the company expanded the training program within their chain of hotels. The objectives of their training program are:^{2/}

1. To enable new employees to handle their respective duties efficiently, safely, and with satisfaction to themselves as well as to management and to guests.
2. To increase the skill of workers already on the job, pooling knowledge of improved methods for the benefit of all.
3. To instruct all guest-contact employees in the proper manner of maintaining good public relations.
4. To maintain the morale of our employees by familiarizing them with the policies of our company and by fostering the best possible personal relations with others in the organization.
5. To prepare qualified employees for advancement, assuring wherever possible the continuance of our policy of promotion from within.

^{1/} Arthur F. Douglas, "Hotels Statler, Personnel Policies," Statler Press, 1944. p. 11.

^{2/} Arthur F. Douglas, op. cit., p. 12.

METHODS OF TRAINING

Training may be accomplished by organized classes, informal training, and on-the-job training accomplished under the direct supervision of the department head. Training booklets and manuals are effective training devices, if the instructions are written from the employees' viewpoint. Several hotels in Boston have advantageously made use of printed booklets and mimeographed instruction sheets for employees in various departments.

Regardless of the method of instruction, whether it is formal or informal training, the training must be presented in such a manner that the employee will understand the concept of the "why" as well as the "how." An example of this is illustrated in the problem of instructing an elevator operator. The employee must not only know the manner of closing the elevator gate, but also understand the "why." With a complete understanding of the danger of allowing the gate to remain open, the task will be performed more carefully and without question.

According to the results of the survey, the hotels in Boston follow similar programs of training. The methods and procedures used in the training programs are as follows:

Type of Training	No. of hotels
On the job training under direct supervision of the department supervisor	20

Type of Training	No. of hotels
Courses and classes within the hotel	2
Use of training films	7
Classes in cooperation with other hotels	0
G. I. Training Courses	16

ON-THE-JOB TRAINING

An employee who is given on-the-job training receives his instruction while working on his particular job, and under the direct supervision of the department head or an experienced employee performs the duties which will later be assigned to him as his regular job. The length of the training may vary from one day to several weeks.

USE OF VISUAL AIDS

The success of the armed forces and war industries in training men and women for combat duty and war goods production by means of visual aids has been so outstanding from the standpoint of effective and rapid training that it has aroused the interest of hotel executives.

Among the films which are available for use in training programs for hotels are the following: Uniformed Service, Restaurant Housekeeping, Front Office Procedure, How to Set a Table, Preparing a Guest Room, Rooming a Guest,

Food Service, Food Preparation and Handling, Good House-keeping, and General Guest Hazards. The films are 16 mm and can be shown on portable machines which are easily adjusted to small rooms where the department meetings are usually held. The cost of production and time required for the showing of these films is negligible when compared with the training benefits which result to the employee.

Visual aids permit the employee to see and hear the story at the same time. There appears little doubt that trainees can learn about 25 to 40 per cent more in a given time, and also retain up to as much as 55 per cent more of what they saw through movies and slide films than through customary straight lecture method of teaching.^{1/}

The training program at the Statler Hotel includes many of the above mentioned films, and a showing of these films is made at department meetings. The Sherator Corporation is introducing as part of their training program a series of films to be shown to their employees.

REHABILITATION TRAINING FOR VETERANS

Hotels are at the present time being given an opportunity to add to their staffs competent and permanent workers, while the expense of training is shared between

^{1/} Robert A. Chadburne, "Employees Learn Faster This Way," Industry, February, 1946. p. 17.

government and industry. A provision for on-the-job training is provided by the Service Men's Readjustment Act, which has become known as the G. I. Training Course. On-the-job training includes all types of programs which enable the returning veteran men and women to acquire a high degree of knowledge and skill either in refresher courses or training for new jobs.

Any organization which employs one or more people may become part of this training program, provided the hotel or organization secures the approval of the Board of Collegiate Authority of the State Department of Education. Hotels by offering such courses not only aid with the rehabilitation of the returning veteran, but secure benefits to themselves by building up a staff of competent and responsible workers.

Veterans who at the age of 25-30 express a desire to learn a trade by starting at the bottom represent better-than-average employment risks. . . and generally there will be less labor turnover than will be found among learners coming from civilian ranks, especially those spoiled by high war time wages.^{1/}

Fifteen hotels surveyed in Boston have provision for the G. I. Training Course, while the number engaged in the courses varies from two to twenty. The courses range in

^{1/} Harold J. Ashe, "How to Qualify Your Establishment for Training Veterans on the Job," Hotel Management, June, 1946. P. 50.

length from a few months to courses extending in length to two, three, and four years. The Copley Plaza provides a four-year training program, and upon completion qualifies a person for a position of assistant manager in a hotel of the Sheraton Corporation.

TRAINING THROUGH MANAGERIAL MEETINGS

Another method of training is by scheduled managerial meetings which are held between the manager of the hotel and department supervisors. These meetings are called by the manager at stated times, either weekly or semi-monthly. The general purpose of these meetings is:

1. To discuss plans and policies to be introduced by the hotel.
2. To present plans, policies, and special problems pertaining to the hotel.
3. To provide instruction and training for the supervisors.

After the department supervisors have received preliminary instruction and training, they meet with the employees of their departments and discuss with them such problems and plans as are pertinent to the individual employee and the department in general. Occasionally department meetings are called by the manager with the supervisor and the employees of that department. The procedure followed is similar to that of the regular departmental meetings.

SUPPLEMENTARY TRAINING AIDS

Hotel magazines, employee handbooks, and bulletin boards are excellent devices which can be used in supplementing the training given in department meetings. Bulletin boards are the most extensively used, as they can be conveniently placed near the employee entrance, adjacent to elevators, and within each department. The purpose of the bulletin board is to keep before the employee certain definite statements and facts. Information placed on these bulletin boards should be concise and brief, as employees will seldom stop long enough to read a lengthy editorial or detailed instructions.

Employee handbooks are used by the Statler and Somerset hotels. The purpose of the handbook is to provide a more detailed explanation of hotel policies pertaining to education and training, including opportunities available to employees by additional training, courses within the hotel, and opportunities for summer courses such as those offered at Cornell University. These booklets are published in a size which can conveniently be placed in a man's pocket or a lady's handbag.

The hotel magazine provides another method of training by publishing series of articles on hotel policies and principles. By this plan current information is continually placed before the employee, and management is able to present in summary form information that has been included in

various training programs conducted by the departments.

Courses in hotel management are being offered at various colleges and universities. One of the most recognized courses in management is given at Cornell University. A scholarship is provided annually by each hotel in the Statler organization for one of its employees to attend a summer course in hotel administration at this college. The winner of the scholarship is selected by a competition with other employees on the basis of written answers to a series of questions. The winner of the scholarship is awarded three weeks' vacation with salary, and the company pays all expenses in connection with the course at Cornell, including tuition, living expenses, and travel expenses to and from the school.

RECOGNITION OF THE VALUE OF TRAINING

Hotel managers are giving greater recognition to the value of training programs within their organizations. The value and importance of training may be stated by the following quotation:

No matter what types of personnel problems may appear to be most important to management at any particular time, the one most universally suggested method of attack against them is more and better training. When planned programs of training and education are instituted the result is better service, greater cooperation among workers, more efficient performance of duties, and a reduction of

problems arising out of disciplinary measures
as tardiness and unnecessary absenteeism.^{1/}

IMPORTANCE OF THE EMPLOYEE

In order to be able to understand the importance of the employee in the organization, it is necessary to know what a well-run organization is like. A well-run organization is one in which the employee is treated as a person, not as a number. The employee is given the opportunity to express his opinions and to participate in the decision-making process. The employee is given the opportunity to advance his career and to receive the training and development he needs to do his job. The employee is given the opportunity to work in a team and to receive the support and encouragement he needs to do his job. The employee is given the opportunity to work in a safe and healthy environment. The employee is given the opportunity to work in a fair and equitable organization. The employee is given the opportunity to work in a organization that is committed to the well-being of its employees.

The importance of the employee in the organization is often overlooked. The employee is often treated as a number, not as a person. The employee is often given the opportunity to express his opinions and to participate in the decision-making process. The employee is often given the opportunity to advance his career and to receive the training and development he needs to do his job. The employee is often given the opportunity to work in a team and to receive the support and encouragement he needs to do his job. The employee is often given the opportunity to work in a safe and healthy environment. The employee is often given the opportunity to work in a fair and equitable organization. The employee is often given the opportunity to work in a organization that is committed to the well-being of its employees.

^{1/} Dale Yoder, op. cit., p. 175.

CHAPTER V

MAINTENANCE OF THE WORKING FORCE

IMPORTANCE OF JOB SATISFACTION

An employee at one time was considered as nothing more than a small unit in a large organization, assuming no identity except that as a "worker." Upon employment, a written or unwritten contract was entered into between management and the worker, whereby the worker agreed to give management a certain amount of work hours in return for a consideration designated as wages or salary. The purpose of the worker was to earn sufficient money to maintain a home and supply his family with the necessary food, clothing, and shelter. Management was primarily interested in the type of service given by the worker and in directing that service toward one general aim--profit.

Conditions of employment have progressed as changes in business and industry have appeared. No longer does the worker find wages the only answer to his job satisfaction, but important to him are his hours of work, interest in the job, working conditions, security, and progression. Management is faced with the problem that unless a measure of satisfaction for these provisions are made, the worker will not give efficient service, and upon the combined service of all

employees depends the profit of the organization.

It is management's responsibility to secure job satisfaction for the employee. A price sign cannot be placed on the employee's willingness to work, or requisites such as loyalty and cooperation that contribute to performing a good job. However, such requisites as loyalty, efficiency, and cooperation can be acquired by management by providing the employee with the means of obtaining job satisfaction.

"Morale is a collective characteristic and refers to the state of mind of the whole group of employees."^{1/} Morale may be described as the employees' collective attitude toward their work, toward management, and toward the whole composite of conditions that at the time define their relationship to the organization. Morale is related to unrest as interest is related to the efficient production of an employee.^{2/}

As a means of increasing the interest of the worker, there are two problems to be considered:^{3/}

1. The job is approached to discover how it may be modified to make it more satisfactory.

^{1/} Dale Yoder, op. cit., p. 391.

^{2/} Ibid., p. 391.

^{3/} Ibid., p. 392.

2. The employee is studied and an effort is made to effect improved placements, enable the worker to see his job as part of a whole, and the realization of the importance of his contribution.

Through special studies by job analysis, the job is broken down to a minute study of each separate task. By analysing the action taken in each performance, determining how and why they are taken, changes and improvements in the manner of accomplishing the work are made.

Utilization studies should be made to determine if the working space and equipment are properly placed so as to eliminate unnecessary handling of materials, needless physical exertion, and accident hazards.^{1/}

Such studies can be made to discover how the job may be modified to make it more satisfactory.

PROMOTIONS AND TRANSFERS

Promotions and transfers are a means of effecting improved placement of employees and serve to increase employee interest and individual incentive. A graphic portrayal of promotional lines and opportunities associated with each position is a method by which employees are informed as to opportunities for advancement. Such promotional charts have a direct effect on maintaining high morale; reducing labor turnover; providing incentives to participate in training programs; and maintaining the in-

^{1/} John W. Brigg, op. cit., p. 136.

terest of the worker.

However, none of the hotels in Boston provide promotional charts for each department, and any information as to opportunities for promotion is given by the department supervisor to those employees who either seek such information or manifest a desire to advance to a higher position in the department. The policy of promotion from within, either by advancement or transfer, is followed by all hotels included in the survey. This policy results in increased loyalty and confidence in management and indicates that management has an interest in the welfare of all employees. The policy of promotion is based on longevity and the ability of the employee to perform efficient service.

The policy of "promoting up and out" is supported by the Copley Plaza when opportunity for further advancement is not present within their own organization. Although the hotel is reluctant to lose an efficient worker, it believes the benefit resulting from such promotion to the employee and the incentive furnished other workers more than compensates for the loss of the employee.

DISCIPLINE

The morale of a group of employees is seriously affected by discipline; the cause for disciplinary action; the action taken in disciplinary problems; and the attitude

of the workers toward such action. Discipline is a matter of education and training where punishment is resorted to only as a final measure. The underlying principle of a plan of good discipline is mutual understanding of conditions of employment as rules, regulations, and job requirements. Amicable relations result from leadership which encourages and leads employees to the proper observance of all principles and regulations as set forth by management.

The responsibility for maintaining a minimum of absence and a high standard of punctuality is placed on the department supervisor. Two methods of reducing absence and tardiness are: first, by requiring knowledge of the causes of such absence and tardiness, and second, by establishing vacations, adequate working hours, and free time each week. By analyzing the causes of tardiness, assistance may be rendered the employee by a change in working hours. As hotels are required to provide service twenty-four hours a day three hundred and sixty-five days a year, employees are often required to work "split hours" and shifts. Many employees find these working hours difficult to maintain, and in order to accomplish personal business, extra time is often taken from the regular work week. A schedule should be provided for each worker and designated periods of leave with pay should be indicated.

VACATIONS

Annual vacations with pay are another method of reducing unnecessary absenteeism and contribute toward developing amicable relations between management and workers. The policy provides a break in the routine of work and offers opportunity for rest, change, and recreation which reflects in improved health, work, and good will throughout the year.

All hotels in Boston follow the policy of granting annual vacations with pay. The length of employment before a person is eligible for the vacation varies with different hotels; however, the general policy is that after one year of continuous employment, a vacation of one week is granted; while after two years, the time is extended to two weeks. A few hotels grant a two week vacation after one year of service and one week after six months. When workers are affiliated with a union, the provision of two weeks vacation is granted without exception.

TERMINATION OF SERVICES

In general, a common cause for discharge in hotels is disloyalty to management through an act of theft. The quality of honesty is of primary importance in the matter of selection of maids, bell hops, members of the kitchen department, and others who are in direct contact with guests,

rooms, food, and equipment. For this reason, hotels provide ample space on each application blank for a record of previous employments and references. Some hotels are satisfied in knowing the former hotels where employees worked, while other managers are particular to investigate all references. Each hotel satisfies its requirements in a different manner; for example, the Braemore places great importance on checking references, and if a person submits a false reference or dissatisfaction is evidenced by a former employer, the person's contract of employment is immediately terminated. The Fensgate Hotel follows the procedure of requiring each employee to be investigated by the Burns Detective Agency.

The most common reasons for employees to terminate their services with the hotel are opportunity for higher wages or for better working hours elsewhere.^{1/} Other employees leave because of grievances, failure to perform the job, or because of incompatibility with the supervisor or other employees.

EXIT INTERVIEWS

Exit interviews are often provided by organizations at the time employees give notice of their intention to terminate their services with the company. The purpose of the

^{1/} Information obtained through interview with Mr. Alan Switzer, manager of the Bellevue Hotel.

interview is to determine the reason why the employee wishes to terminate his service; and by careful counseling, the interviewer discusses and attempts to discover the underlying reasons for the termination. Often this conference reveals complex personnel problems within departments which require readjustment, and which if corrected, would influence the worker to remain in his present position.

Only a very small percentage of hotels make provision for an exit interview with each employee. Some hotel managers interview only employees who have been efficient dependable workers in an effort to retain their services. The labor turnover rate of all hotels is very high; the Statler Hotel having the lowest which averages approximately 12 per cent a month. By providing exit interviews with all terminating employees, hotels would be able to reduce their rate of turnover and retain workers who have been trained at the expense of the hotel.

GRIEVANCES

A second reason why employees terminate their services with a hotel is because of a grievance, generally between the department supervisor and themselves or because of another employee. "A grievance is evidence of a temporary misunderstanding and maladjustment in the relation of a

worker to the company."^{1/} If the grievance is ignored and the employee is allowed to continue to work without any attempt to make an adjustment, the conditions surrounding the case tend to become magnified, and an attitude of ill will is developed toward management. Such a condition has a contagious influence on other workers, and unless this maladjustment is adjusted, there is evidenced a lack of interest on the part of the worker, lower efficiency, and a general break in relations between employee and management. In all cases the general rule to follow in settling grievances is "to let in the light, air, and sunshine."

When the grievance is the result of a misunderstanding between the supervisor and a member of the department, only a complete understanding on the part of both people will rectify the situation. If a satisfactory adjustment is not made, the matter should be referred to a committee of workmen or directly to the manager.

Hotels in Boston delegate the adjustment of grievances to department heads, while in a few hotels the manager personally assumes the responsibility of settling all disturbances that occur among their employees. Most managers maintain the "open door" policy within their hotel, which permits any employee the privilege of presenting his problem

^{1/} Ordway Tead and Henry C. Metcalf, op. cit., p. 247.

to the manager.

PENSION PLAN

The pension plan is a financial incentive which is employed by companies in the maintenance of the working force and amicable joint relations.

A pension is not a benevolence, a deferred wage, or a reward, but a business proposition for increasing efficiency and confidence in the company.^{1/}

A pension makes provision for employees who have rendered long and faithful service. From the employee's point of view, there is the element of security, while from management's, such a plan increases the efficiency, morale, loyalty, and contentment of employees while they are well and able to perform efficient service for the company.

While none of the hotels in Boston have in operation a definite pension plan, several hotels make provision for pensions in individual cases. An illustration is provided by the Touraine Hotel, which has in its employ a housekeeper who has given more than forty years of service. Although this person has passed the stage of useful service to the hotel, she is allowed to retain her title as housekeeper and her name is continued on the payroll of the hotel. Similar examples were found in the Essex Hotel and other

^{1/} J. E. Walters, op. cit., p. 12.

hotels where a pension is provided in individual cases.

EMPLOYEE MAGAZINE

The employee magazine is another part of the program for promoting efficiency, cooperation, and good will. Hotel magazines, commonly referred to as "house organs," are published either as a medium of advertising or for the benefit of the employee. It has been stated that of all the agencies designed to create interest in the job and to promote efficiency, cooperation, and good will, the employee magazine is often regarded as the most effective.

The Sheraton Corporation publishes the Sheraton News, while the title of the magazine for the Statler Hotel is The Statler News, and the Hotel Touraine edits The Breezy Corner. The Sheraton News and The Statler News are published for the benefit of the employees, while The Breezy Corner is published on a "70-30 per cent basis," primarily as an advertising medium and secondarily for the employees.^{1/}

Articles published in the magazines aid in explaining to management the desires and purposes of the workers, and in similar procedure, management has an opportunity to convey to the workers problems and policies of the hotel

^{1/} Interview with Mr. Clayton Hicks, Manager, Hotel Touraine.

management. The magazine aids in bridging the gap between employer and employee, and aids in furthering a feeling of common knowledge and understanding.

The magazine serves as a medium for the dissemination of general information to all employees, for official announcement by executives of the company, and an explanation of hotel policies, in addition to reporting news of employees and their families, and social functions within the hotel.^{1/}

The hotel magazine has proved of great value in promoting interest in education and training within the hotel. General information relating to training courses and opportunities for promotion or transfer, and the advantages derived from such training are circulated among the employees through the medium of this magazine.

Health and safety programs are also promoted by means of the hotel magazine through articles published by the doctor stressing health care and prevention of disease. Through the publicity of the magazine, emphasis on safety campaigns and contests aid in the prevention of accidents.

The majority of hotels in Boston fail to realize the advantage that accrues to management through the medium of the hotel magazine, as only three hotels maintain an employee magazine. Their failure to publish a magazine is in general due to the expense involved and lack of oppor-

^{1/} Arthur F. Douglas, Hotel Statler Personnel Policies, published by the Statler Hotel.

tunity for proper supervision of the publication of the magazine.

When a centralized personnel department is maintained within a hotel, more adequate supervision can be given to all methods and measures toward maintaining an effective and cooperative working force than when the various functions are delegated to department supervisors. The primary duty of a department supervisor is to manage his department in order that the greatest service will be rendered the guest, while the primary function of a personnel department is to build and maintain a cooperative working force.

CHAPTER VI

HEALTH AND SAFETY SERVICES

IMPORTANCE OF HEALTH AND SAFETY PROGRAM

The production of goods and services are dependent primarily on man and secondarily on machines, equipment, and raw materials; and in order to complete the cycle of production, one is dependent on the other. While great attention is given to the securing of raw materials, improvements in machinery, and the manner of production, comparatively little attention is given to the human element upon which all other factors depend.

The administration of a planned program of health and safety includes the medical care and personal hygiene of the employees, and the maintenance of the hotel in such a condition that the health and physical integrity of the workers is conserved and improved.

The importance of the health of the worker is reflected in the statements that "the basis of all national progress, whether industrial or social, is the health and physical efficiency of the people,"^{1/} and that "good health is at the root of all productivity and of cordial relations."^{2/}

^{1/} Ordway Tead and Henry C. Metcalf, op. cit., p. 14

^{2/} Ibid., p. 84

AIM OF HOTEL MEDICAL SERVICE

The primary aim of a program of health and safety is "prevention" rather than "cure," while the foundation in maintaining workers who are healthy in mind and body is first established by employing only those who are physically and mentally capable of performing a job, and second, by maintaining their physical fitness throughout their period of employment. It is possible that many people are dismissed from the service of hotels because the underlying factor of their inability to perform service is lack of physical ability, either latent or apparent, rather than incompetence and lack of knowledge or training to perform the job.

A great responsibility rests with the employment department in cooperating with the medical service in the selection and placement of the worker to a position commensurate with his physical ability. The result of a physical examination should determine the acceptance or rejection of an employee at the time of his initial employment.

A program of medical service includes the administration of all necessary health activities of the hotel. To be of greatest value to the hotel and to the employee, this program should be coordinated with the functions and work of the personnel department.

Preventive work of the medical department centers around safety and health educational programs by means of contests, lectures, and the employee magazine; physical entrance examinations and periodic physical examinations; medical care for employees while at work, or even after working hours; and in some instances, providing medical services for employees' families.^{1/}

Only through the cooperation of the personnel department, which supervises the educational programs, can the greatest benefits be derived.

MEDICAL SERVICE IN BOSTON HOTELS

The plan of providing medical service to employees varies with the size of the hotel, the number of employees, and the policy of management regarding medical service to employees. Some organizations consider there is a moral obligation to aid in maintaining the health of their employees, while other hotels consider their profits in terms of reduced absenteeism and greater efficiency among the workers because adequate attention is given to their care and health.

Various methods are provided by the Boston hotels to safeguard and promote good health among their working force by entering into a contract with a physician to provide medical service for their employees, or by the organization of a medical service within the hotel.

^{1/} G. S. Watkins and P. A. Dodd, op. cit., p. 464.

The manager of the Sheraton Hotel, which employs only fifty-three people, has followed the policy of personally assuming the financial responsibility for the services of a doctor for any employee who is ill and requires medical attention. This policy is generally frowned upon by the employees, and many hesitate to accept such services because of the element of charity.

The Somerset Hotel does not have a resident physician, but refers employee patients to the Liberty Mutual Clinic, which service is covered by the accident and health insurance policy for the hotel. This plan is followed by several other hotels which do not have a resident physician or medical service within the hotel; however, many of the hotels have a resident physician to whom employees may be referred for medical care.

The organization of a medical service within the hotel is a plan for safeguarding and promoting the health of workers, but is practiced only by the larger and more progressive hotels. This plan has been followed by the Hotel Touraine and the Statler Hotel with beneficial results to both hotel and employees. The aim and purpose of medical service within hotels is not to displace other forms of medical care, but rather to supplement them.

The Hotel Touraine is believed to be the first hotel to establish a fully equipped medical clinic and hospital

of any hotel in the United States. These hospital facilities were donated by Mr. Clarence E. Hyde, one of the Touraine's operators, in memory of his mother, and are known as the Irene A. Hyde Memorial Clinic. The purpose of the clinic is to assure physical well-being of all Touraine employees at all times and at no cost to them.^{1/} The clinic occupies a spacious suit of rooms on the second floor of the hotel and includes a doctor's office, reception room, and one room which is used exclusively for clinical and laboratory purposes. The equipment available for use in the clinic includes an ultra violet solarium, a short wave diathermy unit, infra red ray lamps, and other ultra violet treatment units. A nurse is on duty each day from 9 a. m. to 5:30 p. m., while the hours for the doctor are 11:30 a. m. to 3:30 p. m. During the past year thirty-four hundred cases were attended by the clinic nurse and doctor, which indicates that 98 per cent of the medical care is devoted to employees, and 2 per cent is extended to guests only in the event of emergencies.^{2/}

Medical service is provided for employees of the Statler Hotel by a clinic, which has on its staff one doctor and two nurses. As a pre-requisite for employment, appli-

^{1/} "Boston's Touraine Installs Hospital for Employees," Hotel Bulletin, Vol. 66, No. 2, February, 1946. p. 10.

^{2/} Interview with Mr. Clayton Hicks, Manager, Hotel Touraine.

cants are hired subject to their ability to pass a physical examination administered by the hotel physician. If the applicant elects, he may, at his own expense, select another doctor to administer the examination. Employees who have been absent because of illness must report to the clinic and secure a medical clearance from either the doctor or nurse before returning to their duties. Medical service may be obtained from the clinic at any time of the day or night, as the clinic is covered by attendants twenty-four hours of the day.

The Hotel Somerset provides a plan for accumulating credit which may be applied for either sick leave or vacation with pay. The instructions pertaining to sick leave and vacations are quoted as follows from the Employees Service Manual:^{1/}

After you have been here three months, you will be credited with a day and a half for sick leave or vacation with pay, and for each month thereafter, you will be credited with another half day, until you have a credit of six days in one year. If you are sick during the year, your lost time will be charged against this credit.

Adjustments in pay are made by many of the other hotels in accordance with individual cases; consideration being given to the length of service and the particular circumstances involved.

^{1/} Employees Service Manual, The Somerset, Boston, Mass., 1945.

ADMINISTRATION OF SAFETY PROGRAMS

Safety campaigns are being carried on continuously by all hotels with emphasis placed on the reason why accidents occur. The reduction of accidents is a primary responsibility of management and is accomplished by providing mechanical devices and aids for the employee, and by enlisting their cooperation by means of committees and group meetings.

The importance of safety campaigns and planned programs is stated as follows:

It is necessary also to develop a safety organization, provide safety education, and enlist the cooperative efforts of the entire working force. The effectiveness of the safety organization in any plant will depend upon the quality of its direction and supervision.^{1/}

The most effective means of carrying on a program of safety is by enlisting the cooperation of employees through the organization of safety committees. The safety committee, as its name implies, concerns itself with ways and means of avoiding accidents by considering and cautioning against accident hazards and by setting up safe practices throughout the organization. Safety committees have been organized in different hotels, but the hotels most active in this work are the Statler, the Touraine, and the Copley Plaza hotels.

^{1/} G. S. Watkins and P. A. Dodd, op. cit., p. 510.

The Copley Plaza, through its committees, conducts safety meetings during the working hours, and as part of the training program schedules fire drills. Reports are required concerning each accident in the hotel, and a chart is maintained of the work hours lost through each accident. Through safety contests in various hotels of the Sheraton Corporation, interest is motivated and the results of the contest are published in the hotel magazine, The Sheraton News. As a further incentive for maintaining a high safety record, an article entitled "Sheraton Safety Sweepstakes," published in the hotel magazine, reported a contest held among the employees of the hotels which offered a \$500 cash prize to the hotel having the best accident record for 1946.

The bulletin board, as well as the magazine, provides an excellent measure in the educational program for keeping before the employees safety rules, precautions to be observed, and instructions to follow in the event of an accident.

The Massachusetts Hotel Association and the Boston City Hotel Association are organized for the purpose of assisting hotels who are members of the association by formulating policies; disseminating information pertinent to hotels, as interpreting laws and regulations; and promoting legislation of importance to hotels.^{1/}

^{1/} Information obtained through interview with Mr. Charles A. Coyle, Executive Secretary, Boston City Hotel Association.

The association has been active in promoting safety campaigns throughout the Boston hotels. In the past year, the former Boston fire chief was employed by the association to make an exhaustive study of all hotels in the city, surveying possibilities for fire and accident hazards and making recommendations as to changes. With the aid of this organization, a twenty-four hour platoon system was organized in each hotel in preparation for any emergency within the hotel. Upon completion of the survey, a bulletin was prepared and sent to each hotel manager for his use in group meetings, and for employee safety committees.

FIRST AID COURSES

While very few hotels provide organized first aid courses for their employees, an effort is made by various hotels to provide emergency treatment in the event of an accident or until the services of a doctor can be obtained. Usually first aid kits and first aid stations are designated within the hotel.

WORKMEN'S COMPENSATION INSURANCE

In accordance with state laws, all employees in hotels are protected by the Workmen's Compensation Insurance. This plan of insurance offers compensation in all cases where accidents occur during the working hours. If

an employee is injured during his period of employment and is absent from work for more than one week, he would receive a weekly compensation in accordance with his salary, which adjustment is made in accordance with the state law.

PROVISION FOR REST PERIODS

Consideration must be given to proper working hours with adequate rest periods provided, and healthy working conditions including proper heating, lighting, and ventilation must be maintained at all times. All hotels in the city authorize rest periods for their employees. Most of the hotels authorize rest periods without any regard to a schedule, while other hotels find it to their advantage and to the benefit of the employees to rotate work and rest periods by a schedule. An example of this is provided by the laundry workers at the Statler Hotel who rotate their work by a definite plan. An employee works with an operation which requires a standing position for a given length of time, and then exchanges with another employee to an operation which requires a sitting position. The worker is then provided a rest period after which the schedule of jobs is resumed. In this manner the work is equally divided among all the employees with adequate rest periods provided for each person.

CHAPTER VII

PERSONNEL SERVICE ACTIVITIES

Employee service activities may be separated into three divisions: first, those pertaining to financial aids and services; second, recreational activities; and third, provision for guidance and counseling.

STOCK PARTICIPATION PLAN

As a means of creating mutual interest and cooperation between management and employees, some hotels provide a savings or stock participation plan. An example of this was prevalent among industry during the war when war savings bonds were purchased on a payroll deduction plan.

The Sheraton Corporation has followed this payroll deduction plan by which debentures of Sheraton Associates, a new company formed to engage in real estate and other business, are offered to employees of Sheraton Hotels in Massachusetts on a payroll deduction basis. The debentures are protected by \$100,000 subscribed by Sheraton Corporation, the sole stockholder, and bear four per cent fixed interest. The new company has been formed largely to encourage employee participation in the hotel industry, because it is felt that it is desirable for some of the profits of the new investment in the Sheraton organization to

return to the people whose efforts are largely responsible for making the name of Sheraton known in the hotel industry. ^{1/} A large ownership is soon to be acquired by Sheraton Associates, Inc. in Thompson's Spa chain of restaurants.

CREDIT UNION

The Somerset Hotel provides that upon a petition of not less than fifty employees, the management will assist the employees in the organization of a credit union. The purpose and aim of the credit union as stated in the Employees Service Manual is as follows: ^{2/}

This is an employees' bank; controlled completely by the employees, from which funds can be borrowed when extreme need prevails for which provision has not been made, and it results, also, in many other benefits--such as discounts from purchases from certain stores, reduced legal fees, etc.

RECREATIONAL PROGRAMS OR PROVISION FOR RECREATION

Recreation of mind as well as of body is a necessary element for the performance of efficient work. Management recognizing this factor has endeavored to provide and plan forms of recreation in cooperation with its employees.

The recreational activities of the Statler Hotel

^{1/} Editorial, The Sheraton News, Vol. 1, No. 11, published by the Sheraton Corporation.

^{2/} Employees Service Handbook, Hotel Somerset.

are planned and conducted under the direct supervision of the employees, but in cooperation with the personnel department. The employees' committee on recreation, known as the "Recreational Council," is active in organizing bowling teams, roller skating parties, and other activities appropriate to the season. Notices of these activities are posted on bulletin boards in each department, and participation in the social gatherings is encouraged by the department supervisors. A direct result of these social events is greater cooperation among departments, and the development of a spirit of friendship and cooperation throughout the hotel.

The employees of the Touraine Hotel have organized a club, "The Touraine Employees' Club," but better known to employees and management as the "TEC." Through this organization a program of activities is planned by committees of employees who have been appointed to promote social activities among the members of the hotel organization. Although the hotel does not supervise the recreational activities, financial assistance is rendered the club by providing the room for the social gathering and permitting the committee to obtain food from the hotel storeroom at cost.

Hotel managers are reluctant to organize and sponsor activities for their employees unless an interest

is manifested by the employees themselves. However, it is often necessary for the managers to suggest and aid initial club activities until the employees are organized into committees, or a club has been formed for the purpose of promoting these recreational activities within their group.

The recreational programs in many of the Boston hotels may be described as "welfare work" and are too "paternalistic" in character. The hotels plan and provide the recreational activities they consider desirable and necessary for their employees, and in most of the hotels, the only form of recreation is the Christmas party. A summary of recreational programs in the Boston hotels is as follows:

Recreation planned by employees	2 hotels
Recreation planned by hotel management	13 hotels
No plan of recreation	5 hotels

Included in the social events at the Statler Hotel is the annual children's Christmas party, which is given in the grand ballroom of the hotel and invitations are extended to all employees and their children. The main feature of the party is a large Christmas tree with Santa Claus in the role of master of ceremonies distributing gifts to between "eighteen hundred and two thousand children."^{1/} An entertainment is provided and refreshments are served.

Every employee who is on the Statler Hotel pay-

^{1/} Interview with Miss Marie Whelan, assistant personnel director of the Statler Hotel.

roll, but is absent from work because of illness at Christmas time, is presented with either a basket of fruit or a basket of groceries and a turkey, depending entirely on the circumstances of the family, as a gift from the hotel.

A recreational program which is sponsored entirely by the hotel frequently fails to receive the full cooperation from the employees, and the advantages which would accrue from such activities are lost; therefore, it is to the advantage of the hotel to promote programs of recreation through the employees with as little supervision as possible from the hotel.

Most of the hotels serve Thanksgiving and Christmas dinner to their employees as guests of the management, while a few hotels extend the invitation to the families of the employees.

During the summer the Copley Plaza and the Touraine Hotel equip the roof of the hotel with deck chairs and other summer furniture. The employees are permitted the use of the roof for recreational purposes during the day or after hours of work in the evening.

REST ROOMS

Rest rooms and lockers are considered an essential part of the physical equipment of an organization, and the type of rest room provided shares in building up the morale, efficiency, and good will of the employee. The

rest rooms and lockers for hotel employees are arranged according to the departments in which the employees work and are located in close proximity to their working quarters. As a rule, employees exhibit greater pride and interest in their rest rooms if the responsibility for their equipment and maintenance is placed on committees of employees than if management assumes the responsibility for their proper maintenance. In this manner management is able to foster a feeling of "ownership" rather than a feeling of "indebtedness."

PROVISION FOR MEALS

Some hotels include an allowance for meals for certain classes of employees. If this provision is made, the employees are assigned to separate lunch rooms or cafeterias for the serving of their meals. The Somerset Hotel provides an allowance for each meal, while the Statler Hotel issues meal tickets. As a general rule waiters, waitresses, and kitchen help are provided with a meal allowance, while office employees provide their own meals. The waitresses of the Touraine Hotel have elected to receive an additional three dollars a week in wages rather than receive allowance for their meals.

HEALTH AND LIFE INSURANCE

In order to aid in meeting the losses to employees

incurred through illness or disability and the resulting reduction of wages and increased expenses, the hotels provide different plans for health, life, and accident insurance.

The plans followed by the hotels are as follows:

1. Accident and health insurance is offered and the premium is paid by the hotel.
2. Insurance is offered and the amount of premium is shared equally by the hotel and the employee.
3. Group insurance is offered at reduced premiums which are paid entirely by the employee.

While protection is afforded all employees against financial loss resulting from accidents that occur within the hotel, provision for other types of insurance is offered by the majority of hotels. A summary of the provisions made by the Boston hotels included in the survey is as follows:

	Number of Hotels Participating in <u>Group Insurance</u>	<u>Payment of Premiums</u> by			
		Shared by			
		<u>Hotel</u>	<u>Employee</u>	<u>Hotel &</u>	<u>Employee</u>
Health Insurance	8	2	6	0	0
Life Insurance	13	5	2	6	0
Blue Cross	17	5	12	0	0
Blue Shield	10	2	8	0	0

The Hotel Somerset provides an Accident, Health, and Death Benefit Insurance Plan. Under this plan there is no physical examination required by the applicant; the rate is low; and the hotel pays 2/3 of the premium, while the

employee pays only 1/3.

The Statler Hotel plan of insurance is available to all employees after six months of continuous service and insures the person against illness and any accident occurring outside the hotel. The hotel pays a substantial part of the premium and the remainder is paid by the insured person. This type of insurance is terminated when the employee leaves the service of the hotel. An additional feature to the Accident and Health Insurance provides the services of a visiting nurse. Upon request the insurance company will send the nurse to the home of the employee with no additional charge. In addition to the health insurance, any employee of the Statler Hotel who is less than fifty years of age, and who has been in continuous service for one year is insured by the hotel without the usual requirements of a physical examination. The insurance is a sum equivalent to the yearly cash wages of the employee and ranges between \$300 and \$3000. A provision is made that if the employee leaves the service of the hotel, he may continue the insurance by making application to the insurance company within thirty days after the termination of his duties.

Life insurance is available to all employees of the Essex Hotel after four months of continuous service.

The Blue Cross and Blue Shield, operated by non-profit organizations, are sponsored by many hotels for the

benefit of their employees. These plans offer protection against financial losses incurred by periods of illness and reduced incomes.

Extended periods of absence due to illness are adjusted in individual cases by management, the adjustment being made in accordance with the employee's length of service.

GUIDANCE AND COUNSELING

Many problems confront the employee which directly or indirectly affect his morale and efficiency. While none of the hotels provide counseling or guidance service, the management does encourage the employees to confer with either the supervisor or the manager relating to individual problems which have a direct bearing on their physical and mental well-being, and thus directly affect their work. If the employee is ill, the hotel doctor will provide medical advice and aid. The credit union is available in the event financial assistance is needed, or in the absence of a credit union, the hotel will endeavor to aid the employee in some manner. Although it is not the practice of hotels to encourage employees to submit personal affairs regarding legal matters to the hotel lawyer, the manager or the personnel department will generally aid an employee who is in need of legal advice or counseling to obtain assistance through the hotel lawyer.

CHAPTER VIII

JOINT REPRESENTATION

Harmonious relationships between management and employees, individually and as a group, contribute to maintaining high morale, efficiency of the working force, and good will toward the company. Unsatisfactory working conditions, hours of work, and wages are factors in promoting industrial unrest. When dissatisfaction among workers continues over a long period of time, such unrest is usually manifested by individual complaints, group meetings, and formal complaints to management. If adjustments are not made between the workers and management, and the dissatisfaction is allowed to continue, the result is usually in the form of a public protest and demonstration.

Organized labor has often caused management considerable difficulty in its effort to bring about better wages, working conditions, and to give the workers a voice in the management of the company. Although personnel management does not attempt to replace the union, it aims to cooperate with the workers in eliminating poor working conditions and maintaining higher standards of wages. A reduction in the number of labor difficulties could be brought about if management considered the workers from the personnel point of view, and an organization for joint representation were

provided.

PROGRAM OF JOINT REPRESENTATION

The purpose of any plan of joint representation is to bring together workers and management under favorable and friendly relations to consider problems of mutual interest.

Employee representation may be defined

. . . as a formal means for employer and employee to consider matters of mutual concern. It is an organized plan of management for dealing with employees jointly. 1/

While employees do not demand a voice in the actual management of the business, they are interested in provisions for opportunities to be heard, to ask questions, to learn about company policies, and to make suggestions and rules on such matters as concern their personal relations with the company.

UNION REPRESENTATION

The worker is primarily interested in the union as an organization to represent him in obtaining a higher scale of wages and satisfactory employment and working conditions. Occasionally when management has failed to meet the demands of the union, a strike has been called and the service rendered by employees has been discontinued. A spirit of hostility has developed between management and unions because

1/ J. W. Walters, op. cit., p. 189.

of the failure of management and worker to arrive at a point of mutual understanding.

None of the hotels in Boston are completely unionized and only a few of the smaller hotels have no union affiliations. Most of the hotels are partially unionized by such classes of workers as the waiters, waitresses, bartenders, engineers, chefs, and cooks. In conducting the interviews, the hotel managers were reluctant to express opinions regarding management's relations with the unions; however, several managers stated they had 100 per cent cooperation with the union.

EMPLOYEE REPRESENTATION

Employee organizations when formed within a company are common called company unions, employee clubs, or employee associations. Employee representation stresses cooperation between management and the worker. In the employee associations, representatives selected by the workers deal directly with management, while in trade unions, representatives of the union, acting for the employee, confer with management.

Management often complains of the lack of interest on the part of employees in their work, and that their only interest is in higher wages, shorter hours, and better working conditions. Many employers fail to recognize that the only "property" the average worker possesses from which to derive

his livelihood is a place on the payroll.^{1/} It is a responsibility of management to provide the worker with an opportunity to develop an interest in his job. The organization of company associations not only aids in developing the worker's interest in his job, but provides an outlet for his desires for self-expression, leadership, and personal recognition. Election to an office in the organization or participation on a committee are means of gratifying an employee's desire for power or prestige.

SHARING INFORMATION WITH EMPLOYEES

Many hotel managers have developed paternalistic attitudes toward their employees and believe it is not necessary for them to be provided with information not directly concerned with their jobs. However, some managers are gradually becoming more cognizant of the advantages to be gained by sharing information with employees. The information which managers are most willing to share with their employees consists of company personnel and organization, history, labor policies, expansion plans, sales, industrial outlook, and taxation.

The methods employed by Boston hotels for sharing information with employees are principally through department meetings and the use of bulletin boards. The department meetings are a part of the program of training and education, and as such, instruction is presented on hotel policies, plans,

and problems of special interest to all workers. The group of employees is usually small enough to enable the members to participate in a "two-way conversation" and discussion.

The second method of sharing information which is used by all hotels in Boston is through the use of bulletin boards. The purpose and use of the bulletin boards was discussed in relation to the subject of Training and Education in Chapter IV.

The employee magazine and handbook of rules provides another method of sharing information among the employees; however, most of the hotels fail to take advantage of this method either because of lack of interest on the part of management, or the fact that a small number of employees does not warrant the expense and effort entailed in the preparation and publishing of the booklet or magazine.

The Sheraton Corporation makes excellent use of its magazine, The Sheraton News, to provide information for its employees. Included in the magazine are reports of executive meetings, transfers and promotions within the hotels, and articles written by members of the Sheraton organization. A recent issue of the magazine published the report of a conference held with the managers and executives of the Sheraton hotels at which Mr. Charles P. McCormick, owner of one of the largest tea and spice companies, was the principal speaker. The subject of his address was "Multiple Management," and he

urged businessmen to give employees a greater voice in the operation of their enterprises. He further stated that the success of business enterprises in the future depended on utilizing all of the employee managerial ability in the company. Mr. McCormick recommended a system of operating boards; the first to be composed of managers, with others set up in the same manner, but with the membership composed of qualified employees. He advocated giving employee boards a voice in policy making and believed employees should assume joint responsibility with management for the advancement of the company.^{1/}

The Statler Hotel publishes and distributes among its employees numerous booklets among which are, You and Your Hotel, We're Glad You're with Us! and Hotels Statler, Personnel Policies. The topics presented by these booklets include a history of the Statler organization, service policies, a code of policies, and information of a general nature. By this method the hotel is able to share information which is both instructional and informative.

Many of the hotel managers in Boston do not attach any importance to the benefit which can be gained and the interest which can be motivated in the employee by a tour through the hotel. While part of the training program for

^{1/} "McCormick Urges Businessmen to Give Employees a Greater Voice in the Operation of Their Enterprise," The Sheraton News, Vol. 1, No. 11.

room clerks and bell hops is knowledge of the location of rooms and special departments, they can see no advantage to be gained by encouraging a worker in the back of the house to be familiar with other departments within the hotel. The importance of creating interest by means of a tour or other opportunities to view the organization as a unit is illustrated by an organization which, during an open house, stated that "one of the employees used his own time to go through the plant as a visitor. He wanted to see other work as related to his own."^{1/}

The average employee realizes the obligation of management in operating the hotel and does not desire to interfere with such management as, "it is no favor to the employees for management to divest itself of those controls which management must have in order to assure the continuance of the business."^{2/} However, employees maintain their right to be heard and to have their interpretation of problems presented to management.

Sharing information with an employee will enable the worker to understand that regardless of his share in the contribution of the work, he does own an interest, and that he cannot prosper without the prosperity of the company of

^{1/} Alexander R. Heron, op. cit., p. 64.

^{2/} Lee H. Hill, "Opportunities for Management in Labor Relations," Hotel Management, Vol. XLVI, No. 5, November 1, 1944.

which he is a member. To aid in developing harmonious relationships between management and employees, management should acknowledge its willingness to accept employee associations as a contributing factor in the formulation of policies, rules, and regulations.

CHAPTER IX

A PROPOSED PERSONNEL PLAN

The organization of a personnel department should be in accordance with the size of the hotel and the number and type of employees. The requirements of the hotel will determine to a major degree the formulation of a program of personnel activities and will also determine whether the personnel activities will be performed solely by the manager of a small hotel, decentralized to the department supervisors, or administered by a central personnel office. However, with the close relation and interdependence of a cooperative working force on one hand and efficiency and profits on the other, some plan of personnel administration is indispensable. As the underlying principle of personnel activities is to seek greater cooperation from the employee by enabling him to derive greater satisfaction from his job, through creating an interest in his work, and a sense of partnership in the hotel, an ideal program is one that is centralized and staffed with persons who are trained in leadership and in the administration of personnel procedures.

In order that adequate attention may be given to all phases of personnel, it is desirable that the activities of the department be organized into the following divisions:

Employment Procedures
Education and Training
Health and Safety Service
Personnel Service Activities
Joint Representation

EMPLOYMENT PROCEDURES

Inasmuch as many of the problems of labor turnover can be directly traced to improper selection and placement of personnel, it is important to provide an adequate program to enable the personnel director to make an intelligent choice in the selection of the applicant. An employment plan should include the following steps:

1. Preliminary interview with a member of the personnel department.
2. Interview with the department supervisor.
3. Second or hiring interview with a member of the personnel department.
4. Employment test.
5. Physical examination.

The purpose of the preliminary interview is to secure pertinent information from the applicant and to provide other information as to hotel employment. An application blank should first be completed by the prospective employee, which will include data as to name, address, education, experience, and references. Upon the completion of this form, an interview should be arranged with a designated member of the personnel department.

This interview should provide the applicant with an honest evaluation of hotel employment, including the advantages and disadvantages of hotel work, conditions and hours of duty, and the necessity of working shifts and split shifts. The applicant should be cognizant of the fact that hotel employment is primarily domestic service, but that such employment in a hotel offers a step upward in the social and economic scale for those people who seek such employment. The trend of the conversation should not disillusion the applicant as to hotel work, but should be designed to enable him to weigh the advantages against the disadvantages and aid him in deciding whether or not to accept such employment.

If the qualifications of the applicant indicate that he would be a contributing member of the working force, an interview should be arranged with the department supervisor who will explain the duties, hours of work, opportunities for promotion and transfer, and the schedule of wages within the department. At the completion of this interview, a second interview should be held with a member of the personnel department.

The department supervisor upon completion of the interview with the applicant should immediately notify the personnel department of his approval or disapproval of the applicant. If the person has been rejected, it should be the duty of the personnel department to so inform the applicant. However, if the applicant has been accepted, the orien-

tation of the new employee should be the purpose of the second or hiring interview. A discussion of the following topics should be included in this interview:

Company policies	Training and education
Vacations	Health and life insurance
Sick leave	Rest rooms
Wages	Provisions for recreation
Transfer and promotion policies	Union regulations as they apply to classes of employees

At the completion of this interview a handbook of rules and regulations should be given to the applicant, which will include in summary form all the information discussed during the interview.

Employment tests are designed to determine whether or not the employee will profit by training of a manual nature, or by training which would make greater use of the higher mental processes. Many hotel employees, as dishwashers, laundry workers, and bath maids are transient employees working a short time and leaving for employment elsewhere. The rate of turnover for this class of worker is exceedingly high, and because of the expense and time involved, employment tests are not administered to these workers. However, if the person remains for a period of three months and at that time indicates ability, he should be given a mental aptitude test.

All employment tests should be administered in a room apart from the personnel office, and should immediately follow the second interview with the personnel director. A mental aptitude test such as the Wonderlic Mental Ability

Test A or D should be given, and in addition an arithmetical reasoning and a Minnesota Clerical Test should be included if the applicant is applying for a position in the front office or a position requiring accuracy in handling money and figures. It is necessary that these tests be administered by a person trained in administering, recording, and interpreting test results. The final placement of the employee should be made with full consideration of the results attained in the various tests. Trade and performance tests may be administered only as required and for classes of workers designated by the various department supervisors.

A physical examination should be required of each employee, the result of which will determine the acceptance or rejection of the employee. The examination may be given by the hotel physician, or if the applicant desires, may be administered by a doctor of his own choice.

The processes involved in interviewing and testing should be scheduled as far as possible. Definite appointments should be made with the department supervisor and for the physical examination as soon as the employee submits his formal application. In seeking employment, persons generally report to the personnel office during the early part of the day. With such timing, the preliminary interview with the personnel interviewer and the department supervisor may be completed during the morning, while the orientation interview and test, if administered, should be scheduled immediately

after lunch. The physical examination may be scheduled for the following morning, after which the applicant should report to the personnel office for a final interview which will include instructions as to the date for reporting for duty.

A function of the personnel department is to supervise the introduction of the worker to his job. On the first day of duty, the new employee should be accompanied to his department by a member of the personnel department. Together with the department supervisor, the employee should be introduced to the other workers, and from among the group, one employee may be appointed as a sponsor to assist in acquainting the employee with his new surroundings.

Soon after employment a "follow-up" should be made by a member of the personnel department with the supervisor and the new employee to determine whether the proper adjustment is being made, or whether the employee should be transferred to another type of work. A report of each follow-up should be indicated on the employment record together with progress notes or additional comments regarding training, transfer, or promotion.

EDUCATION AND TRAINING

It is desirable that the program of education and training be arranged in accordance with the following divisions:

1. Required Training for All Employees

- On-the-job training
- Job methods training
- Job instruction training*
- Job relations training*

2. Optional Training Courses

- Training for transfer or promotion
- Executive training course
- G. I. training course
- Fundamentals of beauty and charm

*Required of all supervisors, but may be taken by those working for promotion or transfer.

It is important that the job training be under the close supervision of the department supervisor and conform to the objectives as established for the particular job and the needs of the individual employee. No designated period of training should be allotted to this type of training, as it will depend entirely on the ability of the individual person to absorb the training. As part of the training program, each employee should be provided with a copy of his job description and a mimeographed instruction sheet covering the performance of his duties.

While most of the training will be informal, department meetings should be scheduled weekly or semi-monthly for the purpose of presenting new instruction, demonstrations, and a discussion of problems pertinent to each department.

Films on phases of hotel work should be presented to employees at special department meetings.

The course in Job Methods Training may be conducted in five classes of one hour each. As this is a required course for all employees, the classes should be scheduled within the working hours of the employee. The Job Methods Course is designed to aid each employee to perform more and better work in less time and with less effort by analyzing the components of each job and studying the most efficient methods in accomplishing the work.

Job Relations Training and Job Instruction Training are required courses for supervisors, although employees who are desirous of advancing may be encouraged to take the course. The principle of the job relations training is to provide instruction in the procedures of obtaining results through people by building foundations for good relations. The objective of the job instruction training course is to provide information to supervisors in the method of instructing new employees. Emphasis is placed on the importance of proper instruction and "if the worker has not learned, the instructor has not taught."

It is desirable to prepare and display within each department a promotional chart, which will serve as an incentive to pursue additional training for the purpose of promotion or transfer. Comprehensive programs of training should be prepared which will include instruction in each department for promotion to an administrative position in the back of the house or as an executive in the front office.

By instituting a program of training under provision of the Veteran's Rehabilitation Act, applicants may be trained and added to the staff with the expense of training shared by the government. While the courses will vary in length, a period of study and training should be allotted to each course, and upon completion of the course, a certificate of merit should be awarded to each person enrolled in the course.

As an aid in building morale and improving the personal appearance of female employees, a course on the First Fundamentals of Beauty and Charm should be made available to employees who desire to enroll for the course. The length of the course may extend from three to five days, depending on the instructor and the number enrolled for the course. This program will be designed to aid women in maintaining and improving their personal appearance by demonstrations on grooming, care of the skin, and attractive hair styles which can be maintained at a minimum of expense and time on the part of the employee. Such a course will aid materially in building morale, and enable women employees who are in direct contact with guests to present a more attractive appearance and consequently a more pleasing personality.

MAINTENANCE OF THE WORKING FORCE

A program designed for maintaining a cooperative and

efficient working force should include:

Annual vacation plan
Sick leave
Recreation program
Hotel magazine

To discourage unnecessary absence from work, each employee should be granted a vacation of one week after one year of continuous employment, and two weeks after two or more years of employment.

A practical plan for accruing time should be formulated and applied to either sick leave or leave with pay. A suggested plan is as follows: each employee should be credited with one day each month, which may be applied either as sick leave or leave with pay to be taken during the year. To receive credit for sick leave, an employee must present a sick leave clearance from the hotel doctor. Free time taken during the year must receive the approval of the supervisor, otherwise pay deduction will be made for such time taken. The maximum number of days that may be accrued is thirty days. Upon voluntary termination of service with the hotel, time not used will be paid the employee in the form of terminal wages.

The responsibility for a program of recreation should be placed on the employees. The program of activities may be administered by the employee association or through committees of employees. It is advisable that committees organized for the purpose of formulating programs of activities include not only members of employees, but a member of the personnel de-

partment, and a member of the managerial staff who would act only in an advisory capacity.

While the publication of a hotel magazine is desirable and aids as an incentive in stimulating interest among the employees, the cost of publication is often the determining factor as to whether or not it should be published. If the management of a hotel does not wish to incur the additional expense involved in publishing a magazine, attractive booklets or news sheets may be prepared by means of a duplicating device. However, if a hotel magazine is published by the hotel, it should be for the sole benefit of the employees. The publication of the magazine should be under the supervision of the personnel department with a member of that department acting in the capacity of editor. Assistant editors, sport, recreation, and social reporters should be chosen from among the employees. The purpose of the magazine should be:

1. To report interesting news relating to promotions and activities of employees within the hotel.
2. To report social and personal events involving hotel employees.
3. To provide opportunity for employees to present their opinions and views to management.
4. To provide opportunity for management to interpret plans and policies to employees.
5. To present information regarding training courses within the hotels, and aid in the promotion of a health and safety program.

HEALTH AND SAFETY SERVICES

The purpose of the hotel health service should be to aid the employees in maintaining good health with a minimum of expense to the employee. The health department should not displace medical practice, but supplement that service. The activities of a health and safety program should include:

1. A hotel physician or hotel clinic.
2. Dental service.
3. Entrance and yearly health examinations.
4. Foodhandlers' examinations.
5. Safety organization.

The size of the hotel will determine to a great extent the maintenance of a health program; however, the hotel should provide a house physician or engage a physician who will maintain office hours each day and will be subject to call for emergencies at other times. If possible, a nurse should be on duty each day from 8:30 to 5:30 for the purpose of assisting the doctor, or administering medications to employees. A medical clearance should be secured from either the nurse or the doctor before an employee who has been ill is allowed to return to duty. This clearance should be presented to the department supervisor, who will forward it to the personnel department for adjustment of sick leave credit.

A physical examination upon entering the service of a hotel should be a requirement, while yearly examinations should be optional. These examinations should be administered

by the hotel physician with no charge to the employee. Through the publicity of health articles published in the hotel magazine, bulletin board posters, and department meetings each employee should be urged to avail himself of the opportunity of such health examinations.

All foodhandlers should be required to have an examination once every three months, and a record of these examinations should be maintained in both the personnel office and the office of the department supervisor. Again, these examinations should be administered without charge by the hotel physician.

While it is not always possible to provide dental facilities within the hotel, opportunity for such service should be made by special arrangement with a practicing dentist or in cooperation with a dental clinic.

To stress the importance and the value of safety, a program should be administered through a safety committee of five members selected from the employees, one member from the managerial staff, and one from the personnel department. Secondary safety committees should be organized in each department, and employees should serve on such committees for a period of three months. Recommendations for improvements and safety devices should be submitted to the central safety committee, who will as far as possible, inaugurate such changes. Regular inspections should be made by both the primary and



by the hotel physician with no charge to the guest. The
the possibility of health studies conducted in the hotel
also, following heart patients, and department of health
physic should be urged to visit himself of the
and health examinations.

All examinations should be required to have an exam-
ination once every three months, and a record of these exam-
inations should be maintained in both the personnel office and
the office of the department supervisor. Again, these exam-
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physician.

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facilities within the hotel, opportunity for such service
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five members selected from the employees, one member from the
managerial staff, and one from the personnel department.
Secondary safety committee should be organized in each depart-
ment, and employees should serve on such committees for a
period of three months. Recommendations for improvements and
safety devices should be submitted to the central safety com-
mittee, who will act as the committee, investigate and
forward recommendations should be made by both the safety and

secondary safety committees.

It is important that a record of all accidents be maintained with a full account of the circumstances involved and the amount of work hours lost.

Safety campaigns and contests should be sponsored by the central safety committee with publicity provided through the hotel magazine and bulletin boards.

PERSONNEL SERVICE ACTIVITIES

Indirect aid may be provided employees through participation in mutual benefit associations, and such plans should include:

- Life Insurance
- Hotel Health Insurance
- Blue Cross
- Blue Shield

A life insurance plan insuring each employee who has been in service for at least six months and is less than fifty years of age should be made available to each employee. While the amount of the insurance may vary according to length of service or amount of salary, a definite range may be stated, or each insurance policy may be written with a face value of \$1,000.00. The payment of this premium should be the responsibility of the hotel, but upon termination of services with the hotel, the holder of the policy should have the privilege of continuing the policy, provided he applies to the insurance company within thirty days after the date of his separation.

from the hotel service.

A Hotel Health Insurance plan should protect the employee from financial loss incurred in periods of extended illness by a voluntary benefit insurance plan. The premium for this sickness insurance should be shared by the hotel and the employee; and benefits made in accordance with the employee's salary.

Blue Cross and Blue Shield are forms of protection provided by non-profit organizations and provide further protection in the event of illness and hospitalization. While this protection may be sponsored by the hotel, the premiums should be maintained by the employee.

JOINT REPRESENTATION

Provision for joint representation should be accomplished through the organization of an employees' association or by committees of employees working in cooperation with management. The primary activities of these committees are: first, to participate in grievance procedures; second, serve on safety committees; and third, act as a general functioning committee.

Any grievance of an employee not adjusted by the department supervisor should be submitted to a grievance committee, who will accord the employee a hearing and render a decision and adjustment of the grievance.

The function of the safety committee is to provide

ways and means of eliminating accidents by providing safety rules and regulations and conducting a program of safety education and training.

A general functioning committee should be composed of department supervisors and key employees, whose duty will be to cooperate with management. The activities of this committee should be similar to those of a clearing house for all matters or problems not promptly handled. Such problems should receive the attention of the functioning committee and action taken will be with the approval of management. This group of employees may also serve as a coordinator between management and employees by interpreting policies of management to the employee and conveying opinions and viewpoints of employees to management.

PERSONNEL RECORDS

Personnel records will vary according to the size of the hotel, the number and type of employees, the activities of the personnel department, and the information desired in order to properly carry on the functions of maintaining an effective and cooperative working force. Sufficient records are essential; however, the danger of too many records is as disastrous as maintaining too few records. Personnel records are tools of the personnel administration, and as such, are used to guide its activities.^{1/} The records maintained by the

^{1/} J. C. Walters, op. cit., p. 231.

personnel department should be as few as possible; brief, containing only the essential information; and of greatest importance, the records must be kept up-to-date.

By maintaining only a small number of records, there will be more time and greater opportunity for the personnel department to work with other departments in cooperating, aiding, and advising in employment relations. However, adequate attention should be given to records pertaining to health, safety, joint representation, education, and training.

The application blank provides only the necessary information required in the employment procedures. To supplement this information, an employment record containing a complete work history of each employee should be prepared. This record will not only contain the information given on the application blank, but will include records of employment tests, health information and subsequent physical examinations, a record of promotions and transfers, education and training with the hotel, and participation in plant activities. Upon termination of service with the hotel, a record of the final interview should be recorded on the employment record and the card filed for future reference.

To furnish up-to-date information as to credit for sick leave or leave with pay, a cumulative record must be maintained showing credit earned each month, deductions for sick leave or leave with pay, and a final total of cumulative

leave to date.

The illustrated forms included in this chapter are the application blank, employment record, and cumulative leave record, (see figures 1, 2, and 3). Inasmuch as the factors determining the extent and use of personnel records vary, so must the following suggested forms be modified to meet the requirements of the particular personnel department.

Name of holder, of any, of which you are a holder.

APPLICATION BLANK FOR EMPLOYMENT

Name _____ Social Security Number _____
 Address _____ Tel. _____
 Date of Birth _____ Citizenship U.S. ☐ Alien ☐
 Position Applying For: 1st Choice _____
 2nd Choice _____
 Name of union, if any, of which you are a member. _____

PREVIOUS EXPERIENCE

<u>Name of Employer</u>	<u>Address</u>	<u>Dates of Employment</u>	<u>Position</u>

REFERENCES

<u>Name</u>	<u>Address</u>	<u>Occupation</u>

EDUCATION (circle highest grade reached)

Elementary	5	6	7	8	Graduate
High School	1	2	3	4	Graduate
College	1	2	3	4	Graduate

REMARKS:

Date _____ Signature _____

(Do not write on this side of the blank)
For use of interviewer only.

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Report of Interview

Additional Remarks

Date Employed _____

Position _____

Department _____

Salary _____

Department Supervisor

Personnel Director

Figure 1 (Reverse Side)

EMPLOYMENT RECORD

Photograph _____

Social Security Number _____

Name _____ Last _____ First _____ Initial _____ Date of Birth _____

Address _____ Telephone _____ Emergency Address _____

Citizenship _____ U.S. ☐ Alien ☐ State _____ M F N C Number of _____ S M W D Dependents _____EDUCATIONElementary 5 6 7 8 Graduate
High School 1 2 3 4 Graduate
College 1 2 3 4 GraduatePREVIOUS WORK EXPERIENCE

Name of Employer _____

Address _____

Length of Service _____

PERSONAL REFERENCES

Name _____

Address _____

Occupation _____

HEALTH RECORDHeight _____ Weight _____ Teeth _____
Eyes _____ Ears _____ Heart _____
Defects or deformities _____
Reports of Physical Examinations _____
_____TEST SCORES (Include Trade and Performance Test)Mental Aptitude _____
Arithmetical Reasoning _____
Minnesota Clerical _____
Remarks: _____

Figure 2 (Front)

Present Position

Department _____ Job Title _____ Clock Number _____ Salary _____

RECORD OF TRANSFERS AND PROMOTIONS

<u>Date</u>	<u>From</u>	<u>To</u>	<u>Reason</u>

<u>EDUCATION AND TRAINING WITHIN THE HOTEL</u>	<u>Date Completed</u>
<u>Course</u>	

[illegible]

PLANT ACTIVITIES - Committees and Organizations

Life Insurance	Group Health Insurance	Blue Cross	Blue Shield
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Remarks (Include Reports of Followup)

Termination of Service

Date _____

Reason

Signature of Employee

Personnel Director

Figure 2 (Reverse Side)

(Date of birth of child)

CHAPTER X

SUMMARY AND CONCLUSION

SUMMARY OF PERSONNEL POLICIES IN BOSTON HOTELS

The survey of personnel policies in practice in the Boston hotels reveals that personnel administration is present in some degree in each hotel regardless of size or classification. The trend of the hotel industry is toward chain ownership, and smaller hotels are gradually being acquired by larger hotel organizations. As part of the program for increasing business, these hotels are often renovated and enlarged, and as a result, the working force is increased in order to maintain hotel service.

In order to establish and maintain a cooperative working force, the trend of modern industry is toward the establishment of centralized personnel departments. However, in all Boston hotels, except the Statler Hotel, a decentralized policy of personnel procedure is followed. While the manager is directly responsible for the personnel procedures, the functions of employment, training, maintenance of personnel, and termination procedures are delegated to the department supervisors.

The following reasons are cited for the reluctance of Boston hotels to establish centralized personnel policies:

1. The size of the hotel and number of employees is not considered sufficiently large to warrant a separate personnel division.
2. The value to be derived by the establishment of a personnel division is not commensurate with the expense incurred.
3. Satisfactory relations with employees have been maintained through the decentralized plan.
4. Lack of qualified persons to supervise a personnel department.

Each hotel manager stated that employee relations were entirely satisfactory, and the procedures followed in the decentralized plan were efficient and well organized. In many of the hotels the number of employees was sufficiently small to enable the manager to personally know each employee, his work, and the conditions surrounding his employment.

Although employee relations were considered satisfactory in the larger hotels, the managers stated that the rate of turnover for employees was very high. The reasons given for this condition were:

1. The present labor market and the scarcity of available help.
2. The problem and number of transient employees as kitchen help, dishwashers, etc. raised the average turnover to a large percentage.
3. Low wages and poor working hours caused employees to seek work elsewhere.

A high rate of labor turnover is generally an indic-

ation that personnel procedures are not adequately administered. In the larger hotels it is impossible for the manager or the department supervisor to devote the time that should be given to the administration of personnel procedures and activities.

The causes of labor turnover may be classified as personal, industrial, and social. Subdivisions of each class are as follows: ^{1/}

Personal: Illness and death.

Wanderlust.

Family ties.

Desire for improvement of the standard of living.

Industrial: Deficiencies in personnel procedures.

Absence of adequate financial and non-financial incentives.

Unfavorable conditions of employment.

Autocratic management.

Lack of training facilities.

Social: Lack of transportation facilities.

Inadequate housing.

Absence of recreational activities.

Labor turnover can be reduced only when the causes for turnover are critically examined and intelligent principles and methods of procedures are applied toward the reduc-

^{1/} G. S. Watkins and P. A. Dodd, op. cit., p. 243-244.

tion of the rate of turnover. Such causes as illness and death, family ties, and lack of transportation facilities are generally unavoidable. However, deficiencies in personnel procedures as poor recruitment, selection and placement, unfavorable conditions of employment, autocratic management, and lack of training facilities can be attributed to the inadequacy or failure on the part of the manager or the department supervisor to render proper attention to the administration of personnel procedures.

A careful analysis of the survey of personnel policies of Boston hotels reveals the following pertinent facts:

1. In the process of selection and placement only the application blank and personal interview were used. One hotel makes use of employment tests and two require a physical examination before final acceptance of the applicant is made.
2. The department supervisor assumes the responsibility of introducing the worker to his job and to his fellow employees. A brief explanation of rules and regulations as they pertain to him and his job constitute the orientation to his new job. Two hotels provide employees with handbooks of rules, policies, and general information, and one hotel provides a tour through the entire hotel to develop interest in the new employee and enable him to see his job in relation to the entire hotel.
3. All hotels advocate the policy of promotion from within and base their promotions equally on longevity and the ability of the person to perform the work.

4. The general method of training for all hotels is simply performing the regular duties of the job under the close supervision of the department head or an experienced employee, although the type of training is referred to as "on-the-job training."
5. All hotels except one provide medical service either through the hotel clinic, the hotel physician, or by the employees' clinic provided by a health insurance company. No provision is made for a yearly health examination or for periodic foodhandlers' examinations, except those provided by the state department of health.
6. Annual vacations are provided by all hotels after continuous employment of one year.
7. Recreational programs for the employees of two hotels are provided through employee organizations, while the recreation for twelve other hotels is sponsored by the hotel management, and in general includes a Christmas party and dinner served to all employees on Thanksgiving and Christmas day.
8. Health and life insurance plans are provided by the larger hotels with premiums paid either by the hotel or shared with the employee.
9. Three hotels make provision for a committee of employees to participate with management in the formulation of rules, regulations, and policies as they apply to the employees.

By closely comparing the industrial causes of labor turnover with the results obtained by the survey, the greatest weaknesses in the personnel policies are in the three following divisions:

1. Employment Procedures
2. Training and Education
3. Joint Representation

EMPLOYMENT PROCEDURES

In the process of selection and placement, it is equally important for the applicant to perform a task commensurate with his mental ability as it is for him to perform a task commensurate with his physical strength. While it is not practical to provide a battery of employment tests to all new employees, it is important to know to what extent a person will profit by further training. This can be accomplished by giving applicants short mental aptitude tests which are designed to determine general mental ability and ability to adjust to new situations. An employee will soon lose interest in his job if the tasks are either above or below his mental ability. A mental test is a fairly accurate measure of the employee's ability for success in his job.

A physical examination prior to employment is designed to eliminate the expense involved in employing workers who are physically incapable of performing work, and to avoid overtaxing a person's physical ability, which may result in permanent disability. Protection is thus provided against financial loss to the employee and to the hotel in the event of permanent injury.

Much of the high rate of labor turnover is attributed to employees who leave the service of the hotel within a short time after their employment. One method of eliminating many of these terminations is by a more complete orien-

tation program. Before an applicant makes formal application for a position, he should receive instruction as to the various phases of hotel service, the advantages and disadvantages of hotel employment including wages, hours, split shifts, benefits, rights and privileges of employees, and the qualifications necessary for successful hotel employment. As a result of this conference, the applicant should be able to determine his aptitude for such work and will be less likely to terminate his services after a few weeks of employment with the statement, "I did not know hotel work would be as difficult as this."

TRAINING AND EDUCATION

Training provided by the hotels is principally that of on-the-job training. Hotels can provide service only through the proper training of their employees in correct procedures of performing their duties, with emphasis placed on courtesy and rendering service to the guest. As was quoted in Chapter IV, training is important as

. . . no matter what types of personnel problems may appear to be most important to management at any particular time, the one almost universally suggested method of attack against them is more and better training.

Hotels are not availing themselves of opportunities of training films, special instruction classes, or courses in cooperation with other hotels. A program of training should be formulated by each hotel which will provide special required courses on

safety, first aid, and courtesy, as well as instruction pertinent to each department.

JOINT REPRESENTATION

The managers of Boston hotels have developed a paternalistic attitude toward their employees with the result that too much is done for them and not enough is done by them. When employees are invited to join with management in the planning and administration of safety programs, training plans, and participation in employee welfare service, the result is invariably greater cooperation on the part of the employees with resulting benefits accruing to the hotel.

Principles of personnel management apply not only to the proper selection and placement of the applicant, but include everything that has to do with improving personal relations and maintaining a cooperative working force. Problems of labor unrest, discharges, disputes, and disturbances among the employees and between the employee and management are frequently regarded as directly attributable to the failure of management in the administration of personnel procedures.

DISADVANTAGES OF DECENTRALIZED PERSONNEL POLICY

When the functions of personnel administration are delegated to department supervisors, the demand for attention to regular department duties prevents the supervisor from

giving adequate attention to the necessary personnel activities. The absence of attention to training, proper selection, welfare service activities, and joint representation often reflects a lack of interest on the part of the employee, inefficient service, increased absenteeism and tardiness, and finally termination of service with the hotel. This in turn increases the rate of turnover and adds to the operating costs of the hotel.

LABOR SITUATION DURING THE WAR YEARS

During the war, the employment situation for hotels was critical, as many people entered the armed services or secured work in defense factories. Because of the increase in travel necessitated by the war and the commandeering of hotels by the government, the difficulties encountered by the hotels in rendering service were increased. Many hotels through extensive recruiting programs were able to hire older workers, handicapped persons, and married women whose husbands had entered the service. By intensive training on the job, these new employees were able to perform various duties within the hotel with varying degrees of efficiency. Some hotels failed to cope with the war time problems, while others excused their poor service by the statement, "There is a war on!" Other hotels through the personnel departments and managers deserve commendation on their efforts to maintain a high standard of service.

FUTURE DEMAND FOR HOTEL SERVICE

Now that the war is over and the people have settled down to "peace time procedures," they are demanding the pre-war service to which they were formerly accustomed. Dissatisfaction caused by a bell boy, a room clerk, a maid, or a waitress is felt throughout the hotel. The result of poor and inefficient service is a dissatisfied customer and eventually loss of patronage.

In pre-war days most of the hotels could operate at an occupancy of 60-65 per cent. With the increase in wages and higher costs, hotels can maintain profits only by retaining an average of 80 per cent occupancy.^{1/} This high percentage is dependent on the accommodations and the type of service that will be rendered by the hotel employees.

ADVANTAGE OF CENTRALIZED PERSONNEL DEPARTMENT

It is the opinion of the writer that only by the establishment of a centralized personnel department under the administration of a trained and experienced executive can proper attention be given to all phases of personnel activities.

With the organization of a personnel department, policies and activities as they affect employee relations will

^{1/} Frank L. Andrews, op. cit., p. 30.

be coordinated and administered to the mutual advantage of employee and management. A program of personnel activities administered and supervised by a central personnel office, but planned in cooperation with the department supervisors, will permit greater attention to be given to the employment of qualified workers and to all other personnel activities that aid in keeping an employee a satisfied, cooperative and productive worker.

Although personnel work is not a "cure-all" for all difficulties concerning employment and employment relations, it is a factor in reducing the human problems and increasing human efficiency and industrial development.^{1/}

^{1/} J. E. Walters, op. cit., p. 2.

APPENDIX

THE STATUS OF PERSONNEL MANAGEMENT IN THE UNITED STATES

This study of personnel management was based on a survey of twenty-one states in which the personnel management functions are being carried out in a systematic manner. The states included in the survey are listed in Table A.

The survey was arranged as a single sheet list of the policies and practices of personnel management, covering the following divisions of personnel management: general personnel policies, employment procedures, selection and training, medical and safety services, maintenance of the employee, personnel service activities, and joint management-union relations. It is believed that the answers given to the questions will be of value to the states and to the personnel management community in the United States.

In compiling the information on the questionnaire, a personal interview was conducted with the manager, assistant manager, or personnel director of each of the twenty-one states. A copy of the questionnaire and its answers are provided in Tables A and B.

APPENDIX

THE STATUS OF PERSONNEL MANAGEMENT IN TWENTY BOSTON HOTELS

This study of personnel policies was based on a survey of twenty Boston hotels ranging in size from one hundred and fifty rooms to thirteen hundred rooms and employing from fifty-three to twelve hundred people. The hotels, commercial and commercial-residential, included in the survey are listed in Table A.

The survey was arranged as a simple check list on the policies and practices of personnel management, covering the following divisions of personnel administration: general personnel policies, employment procedures, education and training, medical and safety services, maintenance of the employee, personnel service activities, and joint representation. It is believed that the answers given to the questionnaire are fairly indicative, if not conclusive, of the personnel practices in the Boston hotels.

In completing the information on the questionnaire, a personal interview was conducted with the manager, assistant manager, or personnel director of each of the twenty hotels. A copy of the questionnaire and a summary of the answers are presented on Tables B and C.

BOSTON HOTELS INCLUDED IN SURVEY

	<u>Rooms</u>	<u>Employees</u>
Avery Hotel**	200	108
Bellevue Hotel***	300	200
Bradford Hotel	328	300
Braemore Hotel	225	51
Copley Plaza*	500	750
Copley Square Hotel	153	125
Essex Hotel**	400	168
Fensgate Hotel	150	53
Kenmore Hotel	400	250
Lenox Hotel	250	168
Hotel Manger	500	300
The Miles Standish*	530	140
Parker House***	600	650
Hotel Puritan	175	90
Ritz-Carlton	275	250-300
The Sheraton*	250	100
Somerset Hotel	300	300
Statler Hotel	1300	1250
Hotel Touraine	300	250-275
Hotel Vendome	240	153

*Members of the Sheraton Corporation

**Members of the Carter Chain

***Members of the Sherrord Organization

TABLE B

PERSONNEL POLICIES OF BOSTON HOTELSSurveyGeneral Personnel Procedures

Yes No

Are personnel functions centralized under one department? ☐ ☐

Who is responsible for the proper functioning of personnel policies?

Manager
Assistant Manager
Personnel Director
Department Supervisor

☐
☐
☐
☐

Who has the final authority in hiring employees?

Manager
Assistant Manager
Personnel Director
Department Supervisor

☐
☐
☐
☐
Employment Procedures

Does the hotel use any of the following procedures in the selection of employees?

Application Blank
Employment Tests
Personal Interview
Physical Examination

☐
☐
☐
☐

Does the hotel provide a definite plan for introducing the worker to his job, to other employees, and to his department head? ☐ ☐

Is the interview and introduction to the job conducted by the department supervisor? ☐ ☐

At the time of employment is the new employee given a handbook with an explanation of rules, policies, and general information pertaining to the company? ☐ ☐

Yes No

Is the new employee given an opportunity of a tour through the hotel with an opportunity of relating his job to the entire unit of work?

☐ ☐

Transfer and Promotion Policy

Does the hotel maintain a definite policy of transfer and promotion?

☐ ☐

Does the hotel make use of an organizational or promotional chart in its policy of transfer or promotion?

☐ ☐

Is promotion based on training?

☐ ☐

Is promotion based on longevity?

☐ ☐

Is promotion based on the ability of the employee to perform the work?

☐ ☐

Training and Education

Does the hotel provide on-the-job training under direction of the department head?

☐ ☐

Are courses and classes organized within the hotel?

☐ ☐

Are films used in the training of employees?

☐ ☐

Are classes held in cooperation with other hotels?

☐ ☐

Are first-aid courses given within the hotel?

☐ ☐

Does the hotel make any provision for G. I. Training?

☐ ☐

How many are engaged in the G. I. Training course?

Medical Care and Safety

Does the hotel provide the services of a doctor for the employees?

☐ ☐

Does the hotel provide nursing service for the employees?

☐ ☐

Are there clinic or hospital facilities within the hotel?

☐ ☐

Is there any provision for yearly health examinations?

☐ ☐

Are foodhandlers' examinations given or required by the hotel before employment?

☐ ☐

Are employees given an opportunity to have chest x-rays?

☐ ☐

Maintenance of the Employee

Does the hotel follow the policy of granting an annual vacation with pay?

☐ ☐

Does the hotel plan programs for recreation, i.e. dances, parties, etc. for the employees?

☐ ☐

Does the hotel provide for rest periods?

☐ ☐

Are exit interviews given to employees at the termination of their services?

☐ ☐

Does the hotel provide for terminal or dismissal wages?

☐ ☐

Does the hotel provide for a pension plan?

☐ ☐

Is there an organization for employees within the hotel?

☐ ☐

Personnel Service Activities

Does the hotel provide any of the following aids for the employees?

Savings Plan
Stock Participation Plan

☐ ☐

	Yes	No	Premiums Paid By		
			Hotel	Employee	Shared
Health Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Life Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blue Cross	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blue Shield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Joint Representation

Yes No

Do committees of employees participate with management in the formulation of policies, rules, and regulations?

☐ ☐

Are grievances of employees settled by:

Manager
Assistant Manager
Personnel Director
Department Supervisor
A committee of employees

☐ ☐
☐ ☐
☐ ☐
☐ ☐
☐ ☐

Check any of the following unions with which the hotel has contracts?

Waiters ☐ Waitresses ☐ Bartenders ☐
Members of the housekeeping department ☐
Laundry workers ☐ Engineers ☐ Carpenters ☐
Printers ☐ Bell Hops ☐

General Personnel Procedures

Yes No

- 1 19

16 4

1* 19

0 20

3 17

6** 14

0 20

1 19

17** 3

18 2

20 0

1 19

2 18

- * Responsibility delegated to sales and promotion manager.
- ** Responsibility of hiring placed on department supervisor with the approval of the manager.

	<u>Yes</u>	<u>No</u>
2. Does the hotel provide a definite plan for introducing the worker to his job, to other employees, and to his department supervisor?	12	8
3. Is the interview and introduction to the job conducted by the department supervisor?	20	0
4. At the time of employment is the new employee given a handbook with an explanation of rules, policies, and general information pertaining to the hotel?	3	17
5. Is the new employee given an opportunity of a tour through the hotel with an opportunity of relating his job to the entire unit of work?	14*	6

Transfer and Promotion Policy

1. Does the hotel maintain a definite policy of transfer and promotion?	8	12
2. Does the hotel make use of an organizational or promotional chart in its policy of transfer or promotion.	4	16
3. Is promotion based on training?	0	20
4. Is promotion based on longevity?	19	1
5. Is promotion based on the ability of the employee to perform the work?	20	0

Training and Education

1. Does the hotel provide on-the-job training under direction of the department head?	20	0
2. Are courses and classes organized within the hotel?	2	18
3. Are films used in the training of employees?	7	13

* Tour of the hotel is considered as part of the training for classes of workers as room clerks, bell boys, and room service attendants.

	<u>Yes</u>	<u>No</u>
4. Are classes held in cooperation with other hotels?	0	20
5. Are first-aid courses given within the hotel?	2	18
6. Does the hotel make provision for G. I. training?	16	4

Medical Care and Safety

1. Does the hotel provide the services of a doctor for the employees?	18*	2
2. Does the hotel provide nursing service for the employees?	2	18
3. Are there clinic or hospital facilities within the hotel?	2	18
4. Is there any provision for yearly health examinations?	0	20
5. Are foodhandlers' examinations given or required by the hotel before employment?	0	20
6. Are employees given an opportunity to have chest x-rays?	3	17

Maintenance of the Employee

1. Does the hotel follow the policy of granting an annual vacation with pay?	20	0
2. Does the hotel plan programs for recreation, i.e. dances, parties, etc. for the employees?	14	6
3. Does the hotel provide for rest periods?	15	5
4. Are exit interviews given to employees on the termination of their services?	7**	13
5. Does the hotel provide terminal or dismissal wages?	4**	16

* Services of a doctor include medical service through an employees' clinic.

** Granted only in special cases.

	<u>Yes</u>	<u>No</u>
6. Does the hotel provide a pension plan?	9*	11
7. Is there an organization or club organized within the hotel for employees?	2	18

Personnel Service Activities

1. Does the hotel provide a savings plan for the employees?	0	20
2. Does the hotel provide a stock participation plan?	2	18
3. Does the hotel sponsor a health insurance plan?	8	12
a. Is the premium paid by the hotel?	2	
b. Is the premium paid by the employee?	6	
c. Is the premium paid by both the hotel and the employee?	0	
4. Does the hotel sponsor a life insurance plan?	13	7
a. Is the premium paid by the hotel?	5	
b. Is the premium paid by the employee?	2	
c. Is the premium paid by both the hotel and the employee?	6	
5. Does the hotel sponsor Blue Cross insurance?	17	3
a. Is the premium paid by the hotel?	5	
b. Is the premium paid by the employee?	12	
c. Is the premium paid by both the hotel and the employee?	0	
6. Does the hotel sponsor Blue Shield Insurance?	10	10
a. Is the premium paid by the hotel?	2	
b. Is the premium paid by the employee?	8	
c. Is the premium paid by the hotel and the employee?	0	

* Granted only in special cases.

Yes No

Joint Representation

1. Do committees of employees participate with management in the formulation of policies, rules, and regulations?	3	17
2. Does the hotel provide a settlement of grievances of employees by:		
a. A committee of employees	0	20
b. The manager or assistant manager	5	15
c. The department supervisor	15	5
3. Is the hotel affiliated with any of the following unions?		
a. Waiters	11	9
b. Waitresses	7	13
c. Bartenders	18	2
d. Members of the housekeeping department	3	17
e. Laundry workers	0	20
f. Engineers	14	6
g. Printers	0	20
h. Carpenters	2	18
i. Bell Hops	2	18
j. Chefs, cooks, and pastry cooks	13	7

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Personnel policies of Boston Hotel	
DATE	ISSUED TO
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Feb 24	Yacku Wu
28	Frederic Hershberg

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